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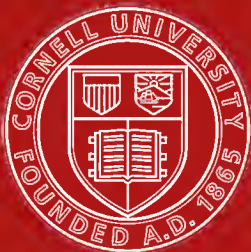
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FIRST CONVENTION,
OF THE
PRINTERS' LEAGUE
OF AMERICA

AND AFFILIATIONS

HELD AT THE

Hotel Astor, City of New York

FROM WEDNESDAY, SEPTEMBER 22, TO FRIDAY,
SEPTEMBER 24, 1909.

CONTAINING A VERBATIM REPORT OF THE
PROCEEDINGS, TOGETHER WITH MATTERS OF
PECULIAR INTEREST AND VALUE TO PRINT-
ERS AND MEMBERS OF KINDRED TRADES

THERE IS ALSO A CLASSIFIED LIST OF PRINTERS ENGAGED
IN SPECIAL LINES OF WORK, AND A LIST OF MANUFACTUR-
ERS AND THEIR PRODUCTS GROUPED FOR READY REFERENCE

EDITED AND COMPILED FOR THE
PRINTERS' LEAGUE OF AMERICA

By EDWARD CARROLL, Jr.

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INDUSTRIAL AND LABOR RELATIONS
CORNELL UNIVERSITY

NEW YORK :: 1909

64

The Printers' League of America

Its method of organization and relation to the Printing Industry

THE meaning of this Association may be summed up in a very few words—it stands to conserve and encourage the printing industry of our country; to abolish strikes and lockouts; to provide a Joint Conference Board of Consultation, Conciliation and Arbitration composed of employers and employees based on the plan proven so successful both in Germany and New Zealand.

The formation of the League, which started in New York and has now spread from coast to coast, was called for after the compositors' strike of 1906, in which from \$3,000,000.00 to \$5,000,000.00 was lost to both sides in the City of New York alone.

The plan has proven so successful and so acceptable to the employers and unions in the printing and kindred trades that the New York Branch can now publish the following statement:

1. There are fifty-five employers who are members of the New York Branch, whose investment in machinery and appliances approximates \$10,000,000.00.

2. Whose annual payroll is from \$7,000,000.00 to \$9,000,000.00.

3. Whose employees, members of organized labor, number between six and seven thousand.

4. In whose shops no strike or lockout has occurred from 1906 to the present date and whose contracts, running to 1910 and renewable, preclude the possibility of strikes or lockouts occurring.

5. Who have in actual operation a Trade Court, to which all questions are submitted, and which works in harmony with organized labor for the betterment of trade conditions and the education and improvement of the condition of the individual.

6. Whose product of printing and publishing in the gross will annually reach the enormous amount of \$24,000,000.00 in New York City alone.

THE FORMATION OF THE
NATIONAL ORGANIZATION
OF THE
PRINTERS' LEAGUE OF AMERICA,
AT THE FIRST CONVENTION,
New York City, Sept. 22-23-24, 1909.

OFFICERS AND COMMITTEES ELECTED.

President, CHARLES FRANCIS,
30 West 13th Street, New York.

First Vice-President, JOHN W. HASTIE,
57 Plymouth Place, Chicago, Ill.

Second Vice-President, W. V. HARRINGTON,
Oakland, Cal.

Secretary, D. W. GREGORY,
75 Fifth Avenue, New York.

Treasurer, WM. H. VAN WART,
49 Lafayette Street, New York.

EXECUTIVE COMMITTEE:

GEORGE F. NEAL, San Francisco, Cal.

R. E. DARNABY, Indianapolis, Ind.

J. J. KELLY, Cincinnati, Ohio.

T. A. RAISBECK, New York City.

M. F. QUINN, Rahway, N. J.

*The President, Vice-President, Secretary and Treasurer are ex-Officio
Members.*

WAYS AND MEANS COMMITTEE:

WM. H. VAN WART, (Chairman), New York.

MRS. LILLIAN DE M. WEISS, New York.

CHAS. G. MCCOY, New York.

J. F. HAVEY, New York.

JESSE W. CLARK, Newark, N. J.

(One vacancy to be filled by appointment.)

LAW AND CONTRACT COMMITTEE:

EDWARD CARROLL, JR. (Chairman), New York.

A. H. MCQUILKEN, Chicago, Ill.

JOHN NOLTY, New York.

G. F. KALKHOFF, New York.

(One vacancy to be filled by appointment.)

CONSTITUTION AND BY LAWS COMMITTEE:

EDWARD CARROLL, JR., New York.

W. B. PRESCOTT, Chicago.

WALTER C. HILL, Richmond, Va.

T. A. RAISBECK, New York.

E. F. HAMM, Chicago.

(One vacancy to be filled. Chairman to be elected by the Committee.)

NEW YORK BRANCH No. 1.

OFFICERS

President, WM. DRISCOLL.

Vice-President, J. WM. WALKER.

Recording Secretary, WM. KIESLING.

Corresponding Secretary, D. W. GREGORY.

Treasurer of the Whole, T. A. RAISBECK.

EXECUTIVE COMMITTEE:

EDWARD CARROLL, JR., Chairman.

JAMES F. RINGLAND,

CHAS. FRANCIS,

MRS. L. DE M. WEISS,

WM. H. VAN WART,

J. J. LITTLE,

GUSTAV ZEESE,

WM. SIEGRIST.

Address all communications to
D. W. GREGORY, Corresponding Secretary,
75 Fifth Avenue, New York.
Telephone, Stuyvesant 2214.

BOOKBINDERS' LEAGUE OF AMERICA.

(NEW YORK BRANCH)

President, BENJ. BODEN.

Vice-President, J. WM. WALKER.

Secretary, C. W. FISK,

Corresponding Secretary, D. W. GREGORY.

ELECTROTYPERS' AND STEREOTYPERS' LEAGUE.

(NEW YORK)

President, HENRY J. HOME.

Vice-President, T. A. RAISBECK.

Corresponding Secretary, D. W. GREGORY.

Treasurer of the Amalgamated Leagues, T. A. RAISBECK,

EXECUTIVE COMMITTEE OF THE WHOLE (AMALGAMATED LEAGUES)

Printers.

CHAS. FRANCIS,
ISAAC GOLDMANN,
GEO. W. GREEN.

Alternates.

CHAS. G. MCCOY,
WM. DAVIE,
GEORGE PUSEY.

Bookbinders.

BENJ. BODEN,
J. WM. WALKER,

(One vacancy to be filled by appointment)

Alternates.

EDWIN S. IVES,
JOHN F. OLTROGGE.

Electrotypers and Stereotypers.

WM. DRISCOLL,
J. WM. WALKER,
H. BAUER.

Alternates.

J. F. HAVEY,
E. R. RODD.

MEMBERS OF THE LEAGUE.

Bradstreet Press.	MacGowan & Slipper.
Brown, M. B., Company.	Mail & Express Job Print.
Burr Printing House.	McCall Company.
Carey Printing Company.	McConnell Printing Company.
Carroll, Jr., Company, Edward.	Meany Printing Company.
Collier, P. F., & Son.	North Side News.
Concord Printing Company.	O'Brien, C. J.
Davie Press.	Pusey & Co.
Davis Union Printery.	Redfield Brothers.
Duane Press Ptg. Co.	Reed, Charles B.
Edgar Printing & Stationery Company.	Schilling Press.
Evening Post Job Printing Office.	Schweinler Press, The Charles.
Federal Printing Company (Greenwich Printing Com- pany Consolidated with).	Siegrist, William.
Francis, Charles, Press.	Street & Smith.
Gildersleeve Press.	Technical Press.
Goldmann Company, Isaac.	Thomas Press.
Half Tone Press.	Trow Directory, Printing & Book- binding Company.
Holton Printing Company.	Tyrrell, B. H., & Son.
Home Talk Publishing Company.	United States Printing Company.
Jennings, William N.	Unity Press.
Kalkhoff Company.	Van Rees Press.
Kiesling Company, The.	Van Wart, William H. (Supt. Printing Department, N. Y. L. I. Co.)
Klebold Press.	Weber, William J.
Lent and Graff Co.	Weiss, Louis, & Co.
Lenz, Rudolph.	Willett Press.
Liekens, F. Victor.	Wynkoop-Hallenbeck-Crawford Company.
Lipshitz Press.	
Little & Ives Company, J. J.	Zeese-Wilkinson Company.

MEMBERS OF THE BOOKBINDERS' LEAGUE (BRANCH).

P. F. Collier & Son.
Trow Directory Printing & Bookbinding Company.
Little & Ives Company, J. J.
Williams Bookbinding Company.
Harper & Bros.
H. Wolff.
The Quinn & Boden Company.
American Bindery Company.

MEMBERS OF THE ELECTROTYPERS' AND STEREOTYPERS' LEAGUE
(BRANCH).

Trow Directory Printing & Bookbinding Company.
Burr Printing House.
Raisbeck Bros.
George J. Johnston.
Franklin Company.
Rodd-Larson Company.
Globe Electrotype Company.

TRADE MEMBERSHIP (BRANCH).

Autopress Company, The.
American Type Founders Company.
Andrews-Marsh Manufacturing Company.
Basolio Ink and Color Company.
Dexter Folder Company.
Huber, J. M.
Johnson Company, Chas. Eneu.
Lutz & Sheinkman.
Maigne Company, O. J.
Perkins-Goodwin Company.
Sinclair-Valentine Company.
Ullman Company, Sigmund.
Wesel Manufacturing Company, F.
Wallace, Sterling.
Whitlock Printing Press Manufacturing Company, The.
Wetter Numbering Machine Company.

POINTS GAINED THROUGH THE FORMATION OF THE LEAGUE.

1. Absolutely undisturbed peace in and unhindered running of shops which are members of the League. Thus contracts made for work can be taken with every assurance that no strike or any other difficulty will arise and interfere with their proper performance.

2. The membership is secured better terms for their night shifts than are granted shops not in the League. Overtime is costly, therefore this is worth considering.

3. An equitable apprenticeship system has been secured.

4. A means of settling any and all disputes by committees has been arranged. In the past these minor troubles have proven not only annoying but costly to the employer, and very demoralizing to the employees. This is now done away with and work goes on undisturbed.

5. All League shops working together under the Employers' Court of Honor are banded together for their mutual protection and good.

6. The League is recognized and endorsed by the International Unions and local administrations have the benefit of their steady influence.

7. The shops forming the League are united by common interest to keep some at least of the vast volume of work now leaving the city, here in New York, where it belongs.

8. The League consults by committee with the local Unions and has equal representation where legislation on local conditions is proposed.

9. The League stands for the best there is in Unionism and has the full support of the Unions themselves. Both, then, are elevating the class of labor employed in League shops.

10. Peace and harmony exist, strikes and lockouts are killed, arbitration of difficulties has proven a success and conciliation has reduced the previously existing friction to a minimum.

PLAN AND SCOPE
OF THE
PRINTERS' LEAGUE OF AMERICA.

(As adopted by the Plan and Scope Committee Nov. 27, 1906.)

ARTICLE I. The name of this organization shall be "Printers' League of America."

ART. II. The membership of the New York branch of Printers' League of America shall consist of only such persons as own or manage, wholly or in part, printing establishments within a radius of fifty (50) miles of the City Hall of New York City, whose employees are members of recognized employees' unions.

ART. III. *Sec. 1.* The object of the Printers' League of America is to discard the system of making individual labor contracts and instead to introduce the more equitable system of forming collective labor contracts.

Sec. 2. The Printers' League of America shall also provide necessary means for successful and equitable adjustment of points in dispute under existing contracts, establishing a local trade court for this purpose.

ART. IV. The New York Branch of the Printers' League of America shall be prepared to fraternize with similar branches of said League in other cities, when formed, and to amalgamate into a national body as soon as it shall seem advisable so to do.

THE FOLLOWING IS THE DRAFT FOR
THE CONSTITUTION AND BY-LAWS
OF THE
PRINTERS' LEAGUE OF AMERICA.

Submitted by the Temporary Committee and Passed by the Convention
on September 23rd, 1909.

Article I.

NAME.

This organization shall be known as the Printers' League of America.

Article II.

OBJECTS OF LEAGUE.

SECTION 1. *General Object.*—The purpose of this League is to abolish in the printing and allied trades the system of making individual labor contracts and to introduce the more equitable system of forming collective labor contracts.

SEC. 2. *Special Object.*—It is also the object of this League to establish, in conjunction with the representatives of the employees' Unions, (of the printing and allied trades) the necessary organs for collective negotiations, and to defend the common interests of the Employers members thereof; furthermore to do what is possible to establish local and national Common Trade Courts for the adjustment of points in dispute under existing contracts.

SEC. 3. To prevent by mutual consultation and conciliation all strikes or strife between employer and employee, and, as a means thereto, to use the methods embodied in Sections 1 and 2, and to make agreements that if impossible to harmonize any matter it shall be arbitrated by an expert or experts in the business who is (not) or are not at the time interested; (the decision of) such arbitrator or arbitrators to be binding on all parties thereto.

SEC. 4. To formulate and to put into action a Council of Adjustment and Redress for the equitable and intelligent settlement of all griev-

ances of whatsoever nature arising between employers and employees or between employers only, who are members of the Printers' League of America, such Council to be known as A Trade Court and Court of Honor.

The manner of formation to be determined by the local branch (affected) at a regular or special meeting, which will appoint a committee to confer with the employees' Unions who are parties to any agreements made and that committee to be given power toward such formation, their acts to be sanctioned by the respective organizations to which the committees belong, and to be binding on such organizations.

Article III.

MEMBERS.

SECTION 1. Any person (employing union labor and endorsing article 2 hereof) who owns or represents (wholly or in part) a printing (or allied trade) establishment may become a member of this League.

Article IV.

OFFICERS (AND COMMITTEES).

SECTION 1. The officers shall consist of a President, 1st Vice-President, 2nd Vice-President, Secretary and a Treasurer, (Sec. 2—The officers just named and the committees named in sections 3, 4 and 5) who shall serve for a period of one year or until their successors are elected.

SEC. 3A. An Executive Committee, consisting of four members, and the President, 1st Vice-President, (2nd Vice-President) Secretary and the Treasurer, shall be elected.

SEC. 3B. A Ways and Means Committee of six members shall be appointed.

SEC. 4. A Conference Committee consisting of four members shall be elected.

SEC. 5. A Law Committee consisting of five members shall be elected.

SEC. 6. The Officers and Committees mentioned in this article shall be elected by ballot.

SEC. 7. Vacancies in the officers (ranks) shall be filled by the action of the Executive Committee.

SEC. 8. Vacancies in elected Committees shall be filled by the Committees themselves.

Article V.

FUNCTIONS OF THE OFFICERS (AND COMMITTEES).

SECTION 1. The officers shall perform the duties usually incumbent on such officers.

SEC. 2. The Executive Committee shall perform the functions generally pertaining to such Committee, and shall in especial manner forward the objects of this League as stated in Article 2.

SEC. 3. The Conference Committee shall endeavor to (and shall) confer with like Committee (or Committees) from the international unions of the employees for the purpose of composing any difference (or differences) that may arise or for the purpose of devising ways and means for craft betterment.

SEC. 4. It shall be the duty of the Ways and Means (Committee) to suggest methods for providing funds whereby the aims and objects of this League may be made effective (and its business conducted).

SEC. 5. The Law and Contract Committee shall give the League the benefit of its investigations and opinion upon all contracts proposed between the League and International Labor Organizations (when called upon so to do).

Article VI.

REVENUE.

(SECTION) To be supplied by Ways and Means Committee.

Article VII.

(ANNUAL AND SPECIAL MEETINGS.)

SECTION 1. The League shall assemble in convention annually at such time and place as its Executive Committee may name upon at least sixty days' notice in writing to its members.

SEC. 2. Special Meetings may be called upon a majority referendum vote of its members.

SEC. 3. The Executive, Conference, Ways and Means, and Law and Contract Committees shall determine their own times and places of meeting.

Article VIII.

The order of business at each regular meeting shall be as follows:—

- 1—Calling of the Roll.
- 2—Reading and Adoption of the Minutes.
- 3—Reports of Officers.
- 4—Reports of the Standing Committees.
- 5—Reports of Special Committees.
- 6—Presentations of Resolutions.
- 7—Special Business. At Special Meetings the Special Business shall be taken up immediately after the Roll Call.
- 8—New Business.
- 9—Election of Officers.
- 10—Adjournment.

Article IX.

Quorum to be decided by meeting.

Article X.

AMENDMENTS.

The Constitution or By-Laws may be amended upon thirty days' written or printed notice of the proposed amendment at any annual or special meeting by a majority vote.

Such notice to be addressed in writing to the President and Secretary of the League, whose duty it shall be to mail such notice to the League's members.

Respectfully submitted.

EDWARD CARROLL, JR.,
Chairman.

W. B. PRESCOTT,

T. A. RAISBECK.

CONSTITUTION AND BY-LAWS

OF THE

NEW YORK BRANCH, No. 1,

PRINTERS' LEAGUE OF AMERICA.

(Adopted February, 1907. Amended, February, 1908. Revised September, 1908. Amended November, 1909.)

Article I.

OBJECTS.

SECTION 1. *General Object.*—The purpose of this League is to abolish in the printing and allied trades the system of making individual labor contracts and to introduce the more equitable system of forming collective labor contracts.

SEC. 2. *Special Object.*—It is also the object of this League to establish, in conjunction with the representatives of the employees' Unions, the necessary organisms for collective negotiations, and to defend the common interests of the printing trade as well as the special interests of the Employers' Branch thereof; furthermore, to nominate representatives of the employers in the National and District Joint Commissions of the Printers' League of America, and finally, to do whatsoever is possible to establish local and national Common Trade Courts for the adjustment of points in dispute under existing collective contracts.

SEC. 3. To prevent by mutual consultation and conciliation all strikes or strife between employer and employee, and, as a means thereto, to use the methods embodied in Sections 1 and 2, and to make agreements that if impossible to harmonize any matter it shall be arbitrated by an expert or experts in the business who is or are not at the time interested; such arbitration to be recognized by all parties thereto.

SEC. 4. To formulate and to put into action a Council of Adjustment and Redress for the equitable and intelligent settlement of all grievances of whatsoever nature arising between employers and employees, or between employers only, who are members of the Printers' League of America, New York Branch. Such Council to be known as a Trade Court and Court of Honor. The manner of formation to be determined by the body itself at a regular or special meeting, who will appoint a committee to confer with the employees' Unions who are parties to

any agreements made and that committee to be given power toward such formation, their acts to be sanctioned by the respective organizations to which the committees belong, and to be recognized as binding by such organization.

Article II.

MEMBERS.

SECTION 1. Any person who owns or represents a printing establishment, wholly or in part, within a radius of fifty miles of the City Hall of New York, can become a member of this League; provided, however, that he abides by the laws and usages of the Printers' League of America.

Article III.

OFFICERS.

SECTION 1. The officers shall consist of a President, Vice-President, Recording Secretary and a Treasurer, who shall serve for a period of one year.

An Executive Committee shall be appointed by ballot consisting of six members, together with the President, Vice-President, Recording Secretary and the Treasurer.

SEC. 2. The officers shall be elected by ballot, either by same being mailed to the official designated to receive them and by him opened and counted in the presence of an election committee, or by action taken at a regular meeting of the League.

The members of the Executive Committee shall be elected in a like manner.

The Election Committee shall be appointed each year by the President.

Article IV.

FUNCTIONS OF THE OFFICERS.

SECTION 1. The officers shall perform the duties usually incumbent on society presidents, vice-presidents, recording secretaries, and treasurers.

SEC. 2. The Executive Committee shall open communication with all employing union printing houses of the District of New York and also fraternize with similar branches of the Printers' League of America.

SEC. 3. The Executive Committee shall also open communication with all employees' unions in the printing trades in the District of New York for the purposes set forth in Article I of these By-Laws and endeavor from the start, until the National Printers' League shall have been formed, to establish a Board of Conciliation acting, if possible, in conjunction with the existing Board of Conciliation of the Newspaper Publishers' Association; but if this is not possible, to conclude a similar treaty in the name of the union book and job printers.

Article V.

INITIATION FEE AND DUES.

SECTION 1. The initiation fee of this League shall be five dollars.

The regular dues shall be as follows:

For those houses having six or under six cylinder presses the dues shall be \$3.00 per month.

For those having seven or over seven cylinder presses the dues shall be \$6.00 per month. All dues shall be payable quarterly in advance.

SEC. 2. Any member who is two quarters in arrears and who fails to pay upon being requested to do so shall be dropped from the rolls and all support shall be withdrawn from him by this League.

Subject to readjustment on basis of mechanical pay roll.

Article VI.

MEETINGS.

SECTION 1. The League as a body for the promotion of trade stability and the transaction of its regular business shall meet quarterly the first Wednesday of each third month, unless that should fall on a holiday, when the meeting shall be held on the following Wednesday.

The Executive Committee shall hold a regular weekly meeting on Friday of each week. In the event of there being no business demanding the attention of the Committee they shall, upon notice, defer meeting until the following week.

SEC. 2. Officers or members of the Executive Committee who do not attend the regular or called meetings for two consecutive meetings without sending satisfactory reasons for same shall be deemed to have vacated their office and a new appointment may be made.

SEC. 3. The order of business at each regular meeting shall be as follows:

1. Calling of the Roll.
2. Reading and Adoption of the Minutes.
3. Reports of Officers.
4. Reports of the Executive Committee.
5. Reports of Special Committees.
6. Regular Business.
7. Special Business. At Special Meetings the Special Business shall be taken up immediately after the Roll Call.
8. New Business.
9. Election of Officers.
10. Adjournment.

SEC. 4. A quorum shall consist of eleven active members.

Article VII.

AMENDMENTS.

SECTION 1. These By-Laws may be amended by a two-thirds vote at any regular meeting, but no amendment shall be entertained unless it shall have been proposed in writing at the next previous regular meeting.

TRADE MEMBERSHIP BRANCH OF THE NEW YORK
BRANCH OF THE PRINTERS' LEAGUE OF
AMERICA.

On Its Amalgamation with the Leagues of Bookbinders and Electro-
typers and Stereotypers.

Believing that the best interests of all branches of the trades looking to those of printing, binding, and electrotyping and stereotyping for support can be best conserved through co-operation and organization, the Printers' League has decided to form a Trade Membership Branch in which all who have the good of the kindred trades at heart shall be entitled to enrollment.

It is not the desire or purpose of the League to place a prohibitive tax without voice or representation on those who may wish to join, thereby leaving a feeling that, after all, they are but *Contributing Members*, and it has, therefore, been decided to fix the cost of membership at \$25.00 a year, and that twice yearly all shall join in a general meeting to discuss all matters of whatsoever nature that may be shown as of interest to any branch of the industry. There shall also be an Annual Convention, and the dates set by the Committee for the above are as follows:

The semi-annual meetings and dinners shall be held in May and November of each year—the latter being the annual meeting and dinner of the Printers' League of America (New York Branch).

The General Convention shall be held in September. At each of the above meetings, as well as at the Convention, all members may be present, speaking as individuals at the meetings and through delegates at the Convention.

Each branch of the Trade Membership shall be entitled to one delegate for every ten members of that particular branch or a major fraction thereof.

Should any matter of interest to the membership at large, or of any branch, or of an individual arise it may be submitted to the Executive Committee, through the Secretary, for consideration and adjustment, and notification must at once be sent to the applicants of the next date of meeting of that Committee to which they shall be invited.

All are asked to co-operate and to show an active interest in the affairs of their Association and to participate freely in all discussions of matters interesting to the trades.

The yearly dues are payable in advance.

Address all communications to the Corresponding Secretary and all matters for the attention of the Executive Committee must be in writing.

D. W. GREGORY,

Corresponding Secretary,

Room 2

72 Fifth Avenue, New York.

THE PRINTERS' COURT OF HONOR
PROPOSED FOR
THE PRINTERS' LEAGUE OF AMERICA FOR THE DISTRICT
OF NEW YORK.

PREAMBLE.

Whereas, there is no authority to define and to preserve good business custom to govern the intercourse of the printing trade with other trades; and

Whereas, unprincipled members of the printing trade disregard the moral bounds of their business liberty to such an extent that the moral standard of the whole trade is deteriorating; and

Whereas, it is desirable that well-meaning persons dealing with the printing trade should know of a trustworthy authority to answer questions as to right and wrong guiding their intercourse with individual printers; and

Whereas, it is most desirable to counteract the present pernicious expert system in practice at our civil courts:

Therefore, be it resolved, That the Printers' League of America by these presents do establish the Printers' Court of Honor in the City of New York.

SECTION 1. *Jurisdiction*.—(a) The Printers' Court of Honor is to decide questions of right and wrong, fair or unfair, arising between printers competing with each other for the same work.

(b) This court is to decide questions as to what is fair and unfair in disputes between customers and printers.

(c) It is to act as a court of arbitration in all cases where customers and printers prefer a settlement of their controversies out of court on a fair and equitable basis.

(d) If called upon, the Printers' Court of Honor shall name and delegate experts for our civil courts.

SEC. 2. *Construction*.—(a) The Printers' Court of Honor shall consist of the judges of the Trade Court, who shall call in one suitable publisher, who is also a printer. The judges of the employees' side shall

call in one salaried manager or bookkeeper, who need not be a member of typographical associations.

(b) The officers of all printing trade organizations have the right of the floor, but no vote. Trials are public. Deliberations of the judges are private.

(c) The Printers' Court of Honor shall choose the chairman and his alternate from the employers' side, and the secretary and alternate from the employees' side. They may appoint a stenographer who is not a member of the trade.

SEC. 3. *Verdict*.—(a) The court is competent to deliver opinions when at least two judges of each side and one publisher-printer and one bookkeeper or general manager are present. In cases of an unequal number of judges from one or the other side the rule of the Trade Court (By-Laws, Sec. 3, c) holds good.

(b) A simple majority of the judges present shall be competent to deliver an opinion. But the minority shall also have the right to hand in an opinion. Both must state the reasons of their decision. Opinions with their reasoning must be in writing.

(c) Lawyers can appear only as *juris consultus* of the whole body. Neither party to a case can be represented by an attorney. Speakers on any case are admitted in the order in which they have applied for the floor.

(d) In case of a tie, the opinions of both sides are submitted to an arbiter agreed upon by all the judges of the Court of Honor.

(e) Actions upon opinions are left to the organizations of the printing trades or their appointed officials. The court cannot execute judgments or act upon opinions.

SEC. 4. *Complaints or Requests*.—The rules stated in the By-Laws of the Printers' Trade Court, Sec. 2, hold good.

SEC. 5. *Sessions*.—The rules given in Sec. 3, By-Laws of Printers' Trade Court, hold good.

SEC. 6. *General Rule*.—Judges or witnesses compelled to lose time for the sake of duties imposed by this court shall be compensated by the organization from which they come.

SECTIONS OF THE BY-LAWS REFERRED TO IN THE FOREGOING.

SEC. 3. *Sessions*.—(a) There shall be a session of the Printers' Trade Court at least once in a month, but more often if circumstances require it.

(b) The presidents of the organizations of the employers and employees may, through the secretaries of the court, call special sessions within 48 hours after complaints are filed.

(c) A judge unable to appear must at once secure the services of his alternate and advise the chairman of his condition.

(d) The sessions are public. But the consultations after hearing the cases may be either secret or public, according to the pleasure of the court.

SEC. 2. *Complaints.*—(a) Complaints and requests must be made in writing and filed with the secretary of the employers' or employees' side.

(b) Complaints must be based on stipulations of the ruling collective contracts.

(c) Requests for sessions in equity must state the facts on which they are based.

(d) Complaints and requests received by the secretaries of one branch must be forthwith communicated to the secretary of the other side.

THE ETHICS OF THE PRINTER AND HIS CUSTOMER

BY CHARLES FRANCIS.

This is a study that is marked by the individuality of both the customer and the printer, and in the same manner as "like cures like" so is the treatment necessary between the parties mentioned.

There are many customers of this day who think it a part of their program to scold at the printer at regular intervals, who never have a good word for him, or if they do enjoin him, not to let any one else know that they could say a good word for the printer; again there are some customers who fully appreciate the efforts he puts forth in their behalf, and the best of these are the periodical makers who bring in their advertisements several days after the schedule laid out and who must publish on the schedule date, the printer being just as anxious to get all the money possible into the publication, as it always has its retroactive effect whenever the publisher fails to obtain all the money he can in his journal.

This brings to mind our great boast of "independence" in this country and yet how very dependent we are, one on the other, all through life and even after, until we are laid comfortably away for good.

A story of an independent man comes to mind and that is the one and only man placed on a desert island without clothes or food, and even he has to depend upon the soil, the water and the animals to maintain life, so we are dependent upon our customer, and also upon our employes and upon our supply and paper men for a combination to bring food for our families and our customers are again dependent upon the consumer of his product, upon the advertiser and the subscriber, the pur-

chaser of the wares offered for sale through the various mediums, whether they be circulars, letters, publications or other means of reaching those whom they wish to sell to.

In order that the best of harmony may prevail between all parties, and especially the consumer of our products (as I must write from the standpoint of a printer), I suggest that we must be very careful to follow out instructions given us as to time and quality, to please our customer's customer, for that is where he (the publisher) gets the wherewith to relieve our necessities.

Our lack of co-operation in the prices for printing is one of the fatal errors of our business and is just as fatal to our customer as to ourselves. If Tom Jones can get his journal published for \$1,000 an issue and his co-temporary has to pay \$1,500 for the same service the co-temporary cannot make the same amount of profit unless he charges 50% more for his advertising and subscriptions, and Tom Jones may wake up some fine morning and find that instead of his journal appearing as it has done for many years promptly, the sheriff has visited the cheap print shop, and Tom Jones' publication is "tied up" good and hard.

Now, we have laws in restraint of trade which may be a good thing sometimes, but how often the law seems to react upon itself and send many foolish competitors to the wall.

We have also cost congresses filled with enthusiasm from all parts of the country and the delegate returning home with the determination to raise his prices, which have been altogether too low, as shown by the cost congress, but the first time he comes before one of his customers and begins to talk the matter over and tries to convince him that he has been losing money for a long time on his work, the customer tells him confidentially that one of his confreres down the street has offered to do the work for 15% less than he is now paying for it, and the cost congress fades into oblivion and the printer crawls into his shell,

glad to know that the work was not taken away for his imprudence in asking for a fair price.

The reputation of a printer, especially in promising delivery of work, has so depreciated in the scale that he is proverbially known as a "liar," but the customer when he gives the printer some "inside information" in regard to what the competitor will do his work for is noted for his veracity (?). There may possibly be a little deviation, by accident, of course, in the specifications, but his veracity cannot be questioned.

There is one thing that appears to me as being very pertinent to the Ethics of the Printer and his Customer, and is a reason why the printer should have a greater ratio of profit than any other business, and it is this: If a customer orders printing and for any reason refuses to either receive or pay for it, it is a total loss to the printer, more so than in any other business. If it were a loaf of bread, a house, a suit of clothes, a boat, or any other merchandise, it could be sold for some reasonable price, but the printer's product is worth next to nothing and the loss is complete. Another reason is that the liability to error is greater than in any other line of business.

These are good reasons for a greater profit than in other businesses in order to offset these risks, but what are the facts?

The facts are that the printer is obliged by the lack of co-operation, truthfulness, fair dealing, and combination with his fellows to scratch along with a very meagre profit and is always making an effort to fill up his plant, keep his machinery going, because it is expensive if idle, and is always living in fear of the other fellow—and the results are easy to see. The great change in establishments of executives and proprietors and the many smaller institutions, and large one, too, going under the hammer or paying no dividend whatever.

Where lies the secret of success? One word properly applied would change the whole situation, and that word is "*confidence*" and then co-operation. The division of the employers'

associations of the country and their unusually short life, shows the lack of confidence and co-operation with one another.

Where lies the secret of success with our employes? Confidence in the fact that without co-operation, one with the other, we employers would deal to them the disastrous consequences we have brought on ourselves by this lack of confidence and co-operation.

The remedy lies in a combination of all forces for mutual advancement. In order to make it possible for prices to have some stability and basis, it is necessary to begin co-operation with our employes, and our material and paper men, and then with our customer, for I believe that if the customer knew that he had to pay a definite price for his printing as he does for his bread and clothes he would pay it and would be able to make his charges accordingly.

Under existing conditions the customer is burdened by having to pay for the expense of maintaining a large force of salesmen in the printing office, and a successful salesman is a high-priced luxury, and this non-producer eats up the profits if there are any in the business.

Owing to the conditions set forth the work of obtaining a clientele is beset by many difficulties and every printer has to work out his own salvation. We have adopted the plan of making satisfied customers and in this we have the co-operation of our employes, for they understand that their personal welfare is at stake whenever a customer is given just what he wants and when he wants it. We avoid padding bills for profit, and do our best to keep away from customers who have a bad memory in regard to paying their accounts.

By the adoption of these means we have many customers who have involuntarily become solicitors for the house and the non-producing salesman has been reduced to a minimum. The duties of the salesmen we have are largely to see that the interest of the customer in our institution does not wane and

that some little matter is not allowed to rankle in his breast until it becomes a mountain.

We make it a rule to treat the employes of our customers with courtesy and respect, according to them as representatives of our customer the same treatment as if he personally were present.

Our employes are proverbial for doing everything in their power to make and keep a satisfied customer and without their co-operation our efforts would be vain; we wish we could say the same of our fellow-employers, though in some instances we can even to a very great extent, but the lack of co-operation with fellow-employers is disastrous in its effects.

The great majority of employers are too narrow, they sit in their offices and groan under their burdens and complain of the injustice of human nature and think their competitors are some hideous and frightful spectres, when if they would step out and join hands for the betterment of the business by confidence and co-operation their minds would be broadened and their business strengthened by co-operation with all parties with whom they have business dealings.

Printers' cost congresses are all right and printers' boards of trade are all right, and printers' consultations and co-operation with their employes and others for mutual benefit are all right, but we must have "*confidence*" in one another, and so conduct our business, both toward our customer and competitor, that both will have "*confidence*" in us.

"*Confidence*" must begin at home and be of our own making, by our own application of fair dealing always and with all people, and the solution of the Ethics of the Printer and His Customer is "*confidence*" in one another earned by fair dealing.

ARBITRATION — THE KEY TO INDUSTRIAL PEACE.

By JAMES M. LYNCH,

President of the International Typographical Union.

The economic importance of amicable relations between employers and employes can not be over-estimated. It is emphasized by the arbitration agreement between the American Newspaper Publishers' Association and the International Typographical Union, an agreement that has been effective for eight years, during which time there have been no important industrial disturbances in offices covered by the agreement. In the arbitration procedure, the unions have not always obtained what they thought they were entitled to, and on the other hand the employers have not always been agreeable to the decisions that have been rendered. But the employes have worked steadily, uninterrupted by strikes, and the newspapers were on the streets each day.

Amicable relations between employers and employes would have prevented our great eight-hour strike. During the memorable Detroit conference, I said in my talk at the banquet given to the conferees by the Detroit Typothetæ, that if the contending parties in the industrial warfare that then loomed large would devote one-tenth of the war fund that would be expended to the betterment of the trade, both as to conditions of labor and conditions under which work was accepted, there would be great resultant benefit to employer and employe. The real question at issue at that time was not the eight-hour day, but it was the demand of the employers for what they termed the "open shop," and the resistance to this demand on the part of the union. The open-shoppers had

their war with a vengeance at the Niagara Falls Convention of the United Typothetæ of America, and it was at this convention that the representatives of the union were convinced by the action of the executive committee of the Typothetæ, by the attitude of the convention itself, and by personal interviews with prominent members of the Typothetæ, that the United Typothetæ intended to move for the open shop and that warfare confronted the union even though it should recede from its demand for an eight-hour day. We did not recede, and the rest is history.

The Printers' League of America stands for amicable relations between employers and employes, and I believe that the League for this very reason will be successful. It is worthy of note in this connection that no association of master printers hitherto organized, and that has maintained a hostile position toward the trade unions in the printing industry, is a factor in that industry today. All have gone by the board, and there is only a remnant of the United Typothetæ of America. We welcome the new doctrine announced by the Printers' League of America; we hold ourselves ready to advance that doctrine by all means within our power; we are pronouncedly in favor of amicable relations between employer and employe, and we stand ready to attest our faith by putting it into practice—that is, by concurrence in an agreement between the Printers' League of America and the International Typographical Union similar to that now existing between the American Newspaper Publishers' Association and the International Typographical Union, under which all disputes can be amicably adjusted.

Establishing these relations, preventing thereby industrial warfare, giving to each party interested a court before which it will have equal rights and equal representation, the master printers of the country will have time to give attention

to the commercial industry as such, which is now in a sad way, owing to price cutting, unfair competition and ignorance of his business on the part of the master printer himself. To-day, the book and job office is the legitimate prey of the printing-office patron. If the patron is wise enough, and shrewd enough, and familiar enough with the methods he can secure his printing below cost. This is the condition that must be remedied both for the benefit of the employer and employe, and this is one of the great opportunities for the Printers' League of America to grasp. Good printing is worthy of a good price, and the public should pay that price.

In my journeyings through the country, in connection with my official duties, I find that the master printers, unattached to a moribund association, and not blinded by prejudice and lack of appreciation of industrial progress, are ready to welcome such a society as is the Printers' League of America.

It only remains for the League to make its principles known in order to grow.

And the growth of the League, in my judgment, means the upbuilding of the commercial branch of the printing industry and amicable relations between employers and employes.

TECHNICAL EDUCATION.

By A. H. McQuilkin, Editor "Inland Printer."

When about to build a house the character of the building determines the nature of the foundation. Technical education is regarded by many in the same way. According to the use the human item is to be applied to he or she is to receive what is necessary to meet that requirement and no more. In one of the romances of that brilliantly imaginative writer, H. G. Wells, he portrays the inhabitants of Mars as having reached such a stage of practical mental and physical development that they are created with peculiar adaptability to certain specific kinds of work. The Martian whose destiny it is to pick in the ground is made like a pick, his brother whose destiny it is to shovel is made like a shovel, and so on, simplifying and co-ordinating life's activities in the most agreeable way. Not having reached this stage of development on this planet, we must be content to deliberate, and contrive with each other in the hope of making the best of the material we have. If we have felt the need of help to do some specific thing requiring skill and some degree of judgment our subjective idea of technical education is inclined to be that which will supply our need. We will also be alive to consider the ultimate destiny of the medium that fulfils our need one of the "responsibilities of the society." But if we have a right conception of the aim of all education the iteration of the claims for "technical education" in the popular sense causes a feeling of disappointment if not of irritation. For we feel impressed that the aim of technical education in the conception of well-meaning people is to take the young mind as if it were so much material in the rough and so fashion it and trim it and drill it to fit it for a certain work like a tool in a lathe. To do that work ex-

cellently well and no more. We forget or may not conceive that if the development of methods makes that particular kind of work obsolete, it is difficult for a mind so trained to adapt itself quickly enough to the new condition to hold its place in regular employment.

A just conception of manual training in the schools is that such instruction is designed to awaken the mind of youth to the practical value of education, to carry into the scheme of life the impressive fact that in occupation, and development through occupation, character will be established and a due measure of happiness and usefulness achieved. Such education tends to make reason and not impulse the guiding power of life, to awaken the sense of individual responsibility to society, to create a love of order, and efficient co-ordination in human fellowship. It tends to more, for the circling waves of its influence reach in all directions, teaching men to use the things of life intelligently, consumers whose needs enlarge with their mental and spiritual growth.

In the slow moving times "the good old times"—craftsmen "had a trade," and its methods, usages, and implements remained the same from generation to generation. That condition has established its traditions, and to-day we find that when the allotted term of apprenticeship has been served the mechanic feels that he "has arrived" and makes no effort to develop himself further. To awaken him from his delusion is not easy, for only in the last generation has a change come about and but very lately have the hours of labor been reduced to enable the mechanic to have leisure enough for anything but resting to fit himself for the tasks of another day. Changes in mechanical methods come quickly in this age. Invention is quickly seized on and adapted. These are potent influences to make the mechanic alert to the fact that *what he knows* is his capital, and to induce him to study to increase that capital.

How little may a man know to be a printer—to be accepted

as a printer? It depends on who accepts him. Under certain exigencies he need know very little and be accepted by the employer or the organization of employees. His moral and material welfare is thus seriously imperilled, for it is made obvious to him by this lesson that coercion can make opportunity much more readily than merit.

Technical education as acquired in printing offices, and in other manufactories possibly, differs in a very important particular to the liberal education supposed to be acquired in a college. Namely, the making of a character. Schools and colleges give careful heed to the moral influence of the personalities that direct their work. The benign power of learning is given an added beauty by the sympathetic and understanding minds that give it direction. Characters moulded under such influences come to their best. Education is not confined to teaching a man so that he will know more, it also moulds his character to *be* more, and plants the divine seed of mental and moral worth. That many schools and colleges may fall short of this ideal does not lessen the fact that this ideal is their aim.

The youth in the printing office or manufactory is subject to other forces. In this environment education is not the aim. Material things are being made—not Men. The student is a negligible interest. He is an incident. A subject of chance. The moral atmosphere of the establishment may get its color from the employer, the superintendent or the foreman. “As a man thinks in his heart, so is he.” If there is a spirit of friction between the men and the governing powers, there is a spirit of antagonism among the men. Anything prejudicial to the employer is pleasing. This is too readily absorbed by the youth, for youth is primarily insurgent. Even where all is well there are very few who feel called upon to instil in the mind of the apprentice the steadying influence of pride in craftsmanship unless he shows a strong bent that way. There is no one to force it that way. The high tension

that production demands is the force that is all against it. No one has time to study the development of the apprentice. If he does well he is fortunate. If he does badly, no one is to blame but himself.

The selection of recruits for the trade is as much a matter of chance as their education. They usually drift into the trade as errand boys. They just happen. But as the printing business is becoming much more complex, so attempts at selection have been made in recent years.

The North End School of Boston has been doing excellent work in training boys for apprenticeship in the printing trade, and its procedure will in all probability extend to other cities when its value is better understood.

The Winona Institute, Indianapolis, Indiana, has been doing commendable work. But the power of these schools has necessarily been limited. Their stimulation must come from the people. For surely it is not economic heterodoxy to say that it is the workers who own the trades and that the spreading of a love for education in the crafts can come only when its seed is planted in its natural soil, the hearts and minds and interest of the people.

The International Typographical Union has conducted for nearly two years a course of instruction for printers, union or non-union, which "foremost educators declare to be for the purposes intended of unequalled merit." Its work is fundamental and is applicable to the boy who is beginning to learn the case as well as to the man who has spent the greater part of his life in the trade. It makes no distinction between the man who is a member of the organization and the man who is not a member. All it requires is that the applicant shall be engaged in the printing trade. And it gives every man "who makes good" in showing diligent effort, a cash rebate on the course of instruction the cost of which is cut down to the prime cost of maintenance. This course has been in effect less than

two years. It is a correspondence course and has enrolled approximately fifteen hundred students, and the ranks are augmenting at the rate of about five a day. It has become popularized and every subordinate union in the United States, Canada, and the Philippines, regards it as one of the important activities of the organization. It is considered by many that through this medium eligibility to membership to the typographical union will be established at some future time.

The example of the International Typographical Union in developing supplemental trade education has encouraged the allied trades to make similar efforts in their own behalf. The International Printing Pressmens' and Assistants' Union has a difficult problem in bringing educational advantages directly to the membership. There are economic problems to be overcome which will demand unusual breadth of unlimited patience, and persistent agitation to create confidence and a judicial fairness.

Pressfeeders should be the future pressmen. On their gradual development into the ranks of the pressmen the first step will be taken in genuine progress in that branch of the trade. With the advance of automatic machinery for the mechanical work of feeding presses the feeder will be gradually emancipated, not deprived of his livelihood, but aided to become a craftsman. If all feeders were to be developed into pressmen it is evident that skilled labor of this kind would be far in excess of the demand—a condition of things which economics will show to be prejudicial to every interest in the trade. Men skilled in feeding do their work so well that they cannot be advanced. They have no leisure, no cessation from their work to know more of presswork than feeding. Occasional opportunities there may be, but so infrequent that interest is lost. The next thing to do is to get as much as they can for feeding. Naturally the automatic feeder is not looked on with favor. Its introduction seems a menace to the worker's livelihood.

And yet with the good intent and co-operation of all interests it can be made the means of advancing technical education by liberating the minds of men, for such is the history of all labor saving machinery. As the machine comes in men move up.

The Bookbinders' Union is debating the question. The men have the desire and the will. How to make the instruction broad enough and far reaching enough to cover that much divided field, is a question hard to solve.

The photo-engravers are working at the proposition with eager interest.

And last but not least, employers are awakening to their own short comings as administrators in business affairs, and are making efforts to bring educational methods to bear against destructive competition in lieu of the crude and ignorant reprisal methods which have reduced business life to its lowest.

With all these influences pointing the same way, the joining of their intentions should logically bring results of such immediate and lasting benefit that they would seem to be the realization of an Utopian dream.

But the actions of men, despite all we may claim for our boasted civilization, move slowly toward the ideal, and the believers must be content to work and hope—and wait.

THE PRINTERS' LEAGUE OF AMERICA.

An official letter from the President of the International
Printing Pressmen and Assistants' Union to the
members of that organization.

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The first annual session of the Printers' League of America was held at the Hotel Astor in New York City the 22nd, 23rd and 24th of September, and marked the enthusiastic progress which had been brought about as a result of the energy that has been injected into the New York Branch of the Printers' League of America, by the employing printers connected with that organization.

A representation of employers from different cities convened in session on the dates referred to above for the purpose of formulating an international employers' association along the lines that have been advocated by the New York Printers' League, and the result of that convention was all that could be expected from a body of employers, whose progressive ideas are so different from the policies that have been pursued in the past by other organizations of employers.

The soundness of their doctrine when thoroughly analyzed cannot be successfully condemned, because it reflects the highest possible standard of progress, sincerity and determination. The fundamental principles underlying the work instituted are not of a character that can be hailed as "pro" or "anti" union, but are principles for the advancement of the printing industry of this continent to a higher position of recognition and betterment. Its plans and policies are constructive instead of destructive, and certainly a society of constructive ideas must

redound to the benefit of all of those interests obligated to the advancement of their personal interest.

In the American Newspaper Publishers' Association, society in general recognizes the most practicable plan—just and considerate—in the handling of the affairs connected with the newspaper industry.

In the National Printers' League organization just formed there is even a greater object, covering a broader phase of the economic conditions of the commercial industry than does the American Newspaper Publishers' Association. Indeed, all of this is necessary for those who have given thought to the general conditions of our trade, realizing thoroughly that some form of organization should be brought about from the employers' side of the house which could be harmonized with the employees' side of the house, to the end that the business interest of both could be advanced to a position of co-operation, consideration and upbuilding.

We are reminded again of the failure of any one plan heretofore instituted for the purpose of promoting the printing industry, and it may be well to claim that the reason for the failure was due to the fact that the policies did not have for their effect the bringing of all interests to bear, by which a keener appreciation of the necessity of concentrated action could be realized.

The insistence of the different interests in the printing industry that there was and could not be anything in common between them; the insistence of independent action, ignoring the necessity of one or more of the parties that go to make up the printing industry, based upon unsound principles of economics, has brought us to the position whereby we now face the inevitable necessity of getting together on the high and broad principles of co-operation in the promotion of an object in which we are directly interested.

The claim of employers and others that the union shop was "un-American," that its establishment would destroy sound ethical business principles, has been the chief instrument used in destroying the efforts heretofore on the part of the employers to get together with the trades unions.

The failure of the employees to realize their responsibilities and obligations in the matter of promoting the printing industry, their insistence that there was nothing in common, and that a policy of co-operation would be destructive to their trade-union principles has been the chief obstacle insofar as the trade-unionists are concerned in getting together on a basis of co-operation. Time, energy and millions of dollars have been the most practicable teacher and the result is that to-day we see a natural tendency of all trade-unionists and all employers toward the goal which has been so clearly set forth in the policies of the Printers' League of America.

The union and non-union shop phase of the situation has been analyzed and re-analyzed; has been experimented upon and to-day it can be truthfully stated that the union shop is not "un-American," is not a destroyer of sound business ethics, but is the builder of industry, the maker of independence and the assurer of justice and consideration.

Authorities tell us—impartial authorities—that success depends upon the community of interest that prevails, and the need of this for successful business interest is of such a character that makes insignificant the claim of the "open shop advocates," because there can be no community of interest successfully advanced unless it is through the medium of a trade-union, and there can be no trade-union unless there is a union shop.

The trade-unions, on the other hand, must, in justice to a business which they are dependent upon, give thought and

consideration to the success of that business and must deal more liberally with the question of promotion in the future.

The workers must realize that their obligations in the advancement of the trade-union movement is not limited only to the securing of fair compensation for their day's work, but they must lend to their business their asset of thought, energy and consideration to justice and absolute co-operation, all of which will be the result if the Printers' League of America becomes a permanent factor in society.

The plans of elimination of strife as reflected in the policies of the Printers' League of America are not only going to meet with the approval of the trade-unionists, but are going to be sanctioned by the general public, who are anxiously awaiting the evolution of things, so that warfare between employers and employees may be averted. Conciliation and arbitration will prevent strife. It has prevented strife in the affairs of the American Newspaper Publishers' Association and the International Printing Pressmen and Assistants' Union, and will prevent it between the Printers' League of America and all of the printing trade-unions employed in the commercial printing industry.

The trade-unionists of the country I know are not seeking the opportunity for strife or the disturbance of normal operations of industry, but are prepared to set aside that energy which has been used, the millions of dollars that have been expended for defensive work and give to the same degree energy and support, in the promotion of the industry, provided that the permanency of their organization is recognized, and assurance of justice in the regulation of their demands, which must be considered as the advancement of our country, is made, and moreover, are willing to respect the regulation of our working conditions, which are made in accordance with the conditions of the industry. To imagine that regulations can be

made without the conditions of the industry being known to the interests that go to make up the business affected, would be quite impossible and in the plans of conciliation and arbitration the conditions of business, and its ethical principles, can be so enunciated that all may co-operate to the end that fair compensation may be given for the employee's labor and fair compensation for the labor and the money invested on the part of the employer.

GEORGE L. BERRY.

The Printers' Board of Trade System for Ascertaining the Cost of Printing

**Reprinted by Courtesy of The Printers'
Board of Trade of the City of New York**

**Plates by Courtesy of the "American
Printer" New York**

COST SYSTEMS AS APPLIED TO THE PRINTING BUSINESS.

By CHARLES PAULUS, Manager, New York Board of Trade.

To the thinking man there is absolutely no question as to the necessity of a knowledge of cost of production among employing printers. It is the only logical cure for the evil of price cutting. An ounce of prevention being worth a pound of cure, therefore by having such knowledge, a job costing \$2.00 to produce will not be sold for \$1.98 or lower, as is often the case through ignorance. Hence, the sooner that printers realize what their product costs them, the quicker will their business assume its proper place in the mercantile world.

Unquestionably there never was a more favorable time to take up the study of cost than right now, especially in view of the widespread interest in the subject which was manifested by the great attendance at the recent "Cost Congress," held in Chicago; nor has it been, at any time in the past, so easy to find a really satisfactory system—one that will give correct results with a minimum of effort and expense—than at present. The Printers' Board of Trade of New York have been distributing for the past two years, gratuitously to all applicants, a cost system that has given absolutely correct results in hundreds of printing offices in the United States and Canada. Many of its features have been recommended as a basis for the International Cost Finding System to be compiled by the order of the Cost Congress. Besides this system, there are many systems of great merit which can be and are now applied to the printing business with good results.

The necessity for a cost system being conceded, and the means of obtaining a good system so easily accessible, it seems

strange that a printer will pay the salary of a book-keeper, and not consider it a burden, to keep tab on 25% of his total outlay during the year, which is represented by the merchandise he purchases, but considers it a dreadful expense to pay the small additional outlay necessary to properly operate a cost system, that is designed to safe-guard the 75% which he pays out, annually, for labor, and about which he has heretofore never bothered his head to find out whether or not he ever gets any return therefrom. He walks the floor at night wondering how he is going to pay his paper bill, but never concerns himself about the hard cash he is paying out week after week in the form of wages. In the average printing office it will need but a little additional work on the part of the bookkeeper, or in any case only the employment of an inexpensive clerk will be found necessary for the operation of a cost system that will enable the printer to detect every false beat in the pulse of his business, and assure him the profit that his investment and efforts should entitle him.

Unquestionably a good system, properly operated, is the most valuable asset that a printer can have, in his transactions with his bank or with the supply man. The knowledge that a printer is conducting his business at a profit, along lines of known cost, will often take the place of an extra endorsement on a note, and will greatly facilitate an extension of credit by the supply man. Indeed, the use of a cost system is so highly thought of in Chicago, that it has become the custom of many supply houses there, to refuse to extend credit, to any printer who does not operate a cost system and know the cost of his production, and the Secretary of the Ben Franklin Club is frequently requested by the supply dealer to examine into and report upon the methods of doing business, as practised by the printer who is seeking a line of credit.

In the light of these facts, it is hard to conceive how the printer will continue to do business, year after year, without

knowing what his product costs him; while the man who manufactures tin cans, with automatic machinery, considers it of the utmost importance that he should know, to the thousandth part of a cent, what each can that retails for five cents, costs to produce. On the other hand, a printer will produce a hundred dollar catalogue, assume all the risks of error and spoilage, not to mention the absolute lack of value of the finished product, to anyone except his customer, and will never know, beyond the \$25 or \$30 that he pays out for the stock, what the job really cost him for labor.

It is safe to say, that, in addition to the assistance offered by the Boards of Trade throughout the country, every printer operating a cost system today will, for the good of the cause, consider it a pleasure to aid and encourage any fellow printer who desires to install a system in his plant. Therefore my brother, get busy, commence now, and let us all pull together to elevate the grand old profession, to which we are devoting our best efforts and capital, and from which we expect to gain a livelihood not alone for ourselves and families, but for our grandchildren who will follow us. The business itself is alright, except that we and our forefathers have less sight of its commercial requirements in the study and pursuit of its artistic possibilities.

In response to numerous requests from Printers throughout the country, arising from the recent investigations conducted by the Boards of Trade of Philadelphia, New York, and Boston to ascertain the average cost of Composition, Presswork and other Departments in the three cities, together with the cities and towns adjacent thereto, it was decided to compile a simple, economical and effective system for obtaining cost in the printing office, and distribute the same free of charge for the benefit of the craft at large.

The joint committee has spent considerable time in examining the systems now in use in successful and money making plants throughout the country for the purpose of compiling a system containing all the best points of those examined, and they feel that the system here suggested will be found simple, economical and effective if the user will properly and honestly operate it.

As the great majority of plants represent an investment of \$10,000 or less, this system has been designed for use in a plant where the owner is close to the work, if not an actual producer. In such an office the work of compiling the cost data can be accomplished by the bookkeeper in addition to the work of accounting. In case of a larger office the system is capable of indefinite expansion and can be conducted by a stenographer or by one or more girls, as the case may be, at a small average weekly wage.

To those offices now operating a system which is allowed to run itself and therefore does not accomplish the purpose for which it was intended, we advise first a careful consideration of the system herein suggested and second, we invite you to adopt all or a part of this system, or get busy and work out your own system to its logical conclusion. To the printer who has never stopped long enough, cared enough, or given time enough to find out what his product is costing him, we present this system with the urgent request that he put it into operation at once, and we will gladly lend him all the assistance, in its conduct, in our power.

The old adage says, "What is every man's business is no man's business;" therefore any enterprise to be successful requires somebody to have his hand constantly on the wheel in order to avoid the rocks of business disaster. No Cost System, however simple, has yet been discovered that will run itself, and since a knowledge of the cost of production is just as important as your ledger and other books of account in your business, it is necessary to have someone to run the System.

The following described blanks may be amended or altered to suit the users' ideas, but the user must understand that experience has proven that no single-entry system of obtaining cost is either accurate or effective, therefore do not alter or amend to the point of removing its double-entry features.

THE JOB TICKET OR INSTRUCTOR

[SEE FORM I.]

The Job Ticket is made in duplicate and numbered in triplicate, the original being a sheet of heavy paper or light weight card board, is punched for loose-leaf binder or index file; it is filed alphabetically in a temporary file on the order desk, in the office, until the job is completed and billed, when it is removed to a permanent file for future reference, and indexed either under the customer's name or alphabetically as may be preferred. The face of the card provides spaces for the complete specifications of the job and is designed so that none of the details may be omitted. The back contains spaces for assembling

No. 2798 Date Sept. 20/08 Promised Oct. 2
 FOR Bluemgood & Co. Boston customer's No. _____

Description and Quantity

10,000 Pamphlets - title
"Silt Edge Stocks & Bonds"
16 pages & cover

Size 6 in. wide X 7 in. high

TYPE
 Preliminary ☐ Near as Possible ☒ Like Copy ☐ Like Sample ☐ Heavy Light ☐ Plain Fancy ☐ Nice Job Cheap Job

ELECTROS
 For Customer ☐ For Ourself ☐ By Customer ☐ In Stock ☐ Mounted Unmounted ☐ Make _____ Size _____ X _____ inches

PROOFS—When Sept 25 - sure
 Galleyman send to Mr. Bluemgood - 711 Joy St

STOCK (Inside) 25 x 38 1/20 P. B. Color Nat.
☒ Like Copy ☐ Like Sample ☐ Published by Customer ☐ Buy of Carter, Rice & Co. Par. Order No. _____
 (Cover) 20 x 25 / 60 Paradox Color Primrose
☒ Like Copy ☐ Like Sample ☐ Published by Customer ☐ Buy of _____ Par. Order No. _____

Cut to _____ Finished Job
 To run _____ Trim to _____
 No. to sheet _____ Finished Size _____

CYLINDER PRESS Run _____ on
 INK ☒ Black ☐ Red ☐ Brown ☐ Green ☐ Blue ☐ Three-color ☐ Duo-tone ☐ News ☐ White

JOB PRESS Run _____ on
 INK ☒ Black ☒ Red ☐ Brown ☐ Green ☐ Blue ☐ Purple ☐ Duo-tone ☐ Three-color ☐ White

Number Position _____ Perforate Round Hole
 Color First Number _____ Score Ruled Gule
 Steel Rule

BIND ☒ Wire ☐ Silk Thread Cord FOLD Folds BLOCK _____ in Pad _____ Punch _____ holes
 Top Left Right Bottom Pebble Insert

OUTSIDE WORK
 Ruling by _____ Par. Or. No. _____ \$ _____
 Engraving by _____ Par. Or. No. _____ \$ _____
 Electro by _____ Par. Or. No. _____ \$ _____
 Binding by H. K. Abbott & Co. Par. Or. No. _____ \$ _____

Ship to Bluemgood & Co. 711 Joy St. Boston
 When Oct. 2/08
 By Team F. O. B. _____
 Charge to Bluemgood & Co.
 Entered _____ Date _____

(Printers Board of Trade Cdn System—Form A2)

FORM I.

daily the time consumed on the job in each of the departments; it has columns for the extension of cost and charge and acts as a billing slip for the job. In case of a large job requiring more lines, use one or more additional sheets, numbering them sheet 1, sheet 2, etc.,

The duplicate Job Ticket is a carbon copy of the original and is made in the form of an envelope containing the copy and proofs and a sample of the completed job. It must be the same size as the original and open at the top with or without a flap, the front being printed from the same form used on the front of the original Job Ticket, the back containing spaces showing the date, quantity and manner of delivery of the completed job. It can also contain spaces to note the number of proofs and revises sent out, together with the time of sending and return of the same.

When the Job Tickets are made out, the duplicate with copy enclosed is sent to the Composing Room, and thereafter follows the job through the various departments until completed. When the job is finished and delivered, the duplicate is sent to the Cost Clerk who compares it with the original, verifies the deliveries and files it numerically. Should a sample be desired or any question arise in the future as to copy, proofs or deliveries, it can be found readily and quickly by referring to the original and obtaining the order number.

COMPOSITOR'S DAILY TIME SLIP

[SEE FORM 2.]

The Compositor is required to render daily a correct statement of the disposition of the total hours he is paid for—by entering the time consumed on each order number, specifying whether for Composition, Office Corrections, Make-up, Stone-work, Proofreading, Copy Holding, Author's Alterations, Distribution, getting out Cuts or Electrotypes, etc., etc. It is divided into 5 minute units, the Compositor draws a line through the last unit at the conclusion of the interval of time consumed on the job, and checks the kind of work such as "Comp" "Make-up" Stone," etc. Such notations as "Clearing Away." "Cleaning Up," etc., should not be allowed. Clearing Away should be charged against the order number causing the accumulation of excess material, otherwise it becomes non-chargeable or lost time and is an expense against the department. Careful supervision of "distribution" should be exercised, being an overload expense it materially effects the cost per hour of composition. Getting out Cuts of Electrotypes or other work not provided for under the regular headings for a specific job may be charged under the head "Miscellaneous," but the kind of work done must be noted in the last column, and must be posted accordingly.

ABBREVIATIONS
 Composition . . . Comp.
 Author's Alterations A.A.
 Make-up M.U.
 Stone Work . . . Stone
 Proof Reading . . . P.R.
 Office Corrections . O.C.
 Miscellaneous . . . Misc.
 Description of Miscellaneous
 work under Memo.

Compositor will write Number of Job and Name of Customer

JOB COMPOSITION

A. M. Date 10/13 1908

Compositor John Jones No. 17

Job Name and No.	Time Units	Composition Charges	Memo.
<u>Smith-1187</u>	<u>7.60</u>	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
1	7.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
2	7.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
3	7.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
4	7.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
5	7.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
6	7.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
7	7.35	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
8	7.40	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
9	7.45	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
10	7.50	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
11	7.55	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
12	8.00	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
13	8.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
14	8.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
15	8.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
16	8.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
17	8.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
18	8.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
19	8.35	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
20	8.40	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
21	8.45	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
22	8.50	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
23	8.55	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
24	9.00	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
25	9.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
26	9.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
27	9.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
28	9.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
29	9.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
30	9.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
31	9.35	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
32	9.40	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
33	9.45	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
34	9.50	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
35	9.55	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
36	10.00	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
37	10.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
38	10.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
39	10.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
40	10.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
41	10.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
42	10.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
43	10.35	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
44	10.40	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
45	10.45	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
46	10.50	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
47	10.55	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
48	11.00	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
49	11.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
50	11.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
51	11.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
52	11.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
53	11.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
54	11.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
55	11.35	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
56	11.40	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
57	11.45	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
58	11.50	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
59	11.55	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
60	12.00	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
61	12.05	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
62	12.10	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
63	12.15	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
64	12.20	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
65	12.25	Comp. A.A. M.U. Stone P.R. O.C. Misc.	
66	12.30	Comp. A.A. M.U. Stone P.R. O.C. Misc.	

O. K. J. & D. Jones Foreman
 (Printer Board of Trade Cost System—Form 1)

Job No. 2798

SUMMARY

Job started

Sept. 20, 1908

DATE	COMPOSITOR	Comp. Units	Anth. Alo	Makes Up	Lines Work	Proof R.	Copy Made	Other Cost	Misc.	Total Chargeable Units	COST	CHARGE
9/20	Williams	30 40					10			80	5 60	
9/22	Bayan	30 5	15				5			85	5 95	
9/22	"	30 5			5	5				95	6 65	
9/22	Smith	30 5	10							85	5 95	
9/25	Jones	15	10				25			50	3 50	
9/26	Bayan	50	5	30	5					90	6 30	
Total Units											485	
Miscellaneous Charges												
Date	PRESS	Form No.	Imp.	M. R.	Run-ning	Change	Over-rye	Big Sheet	Misc.	Total Chargeable Units		
9/27	Job Cyl. No. 7	1-16		60	10					70	8 40	
9/28	Job Cyl. No. 7			48	43					91	10 92	
9/29	Job Cyl. No. 7			98						98	11 76	
9/29	Job Cyl. No. 3	Rev.		30	60	5				95	5 70	
9/30	Job Cyl. No. 3			20	80					100	6 00	
10/1	Job Cyl. No. 3			100						100	6 00	
Total Units												
INK 12 Do. @ 60											7 20	
PAPER												
Date	Purchased from	Reams	Size and Weight	Kind	Color	@						
9/24	Century, Richmond	10 1/2	25x38/40	Std.	Dark	57				43 00		
9/24	"	5 1/4	20x25/60	Pan.	Print	8				25 20		
BINDING												
Date	Binder	Quantity	Description									
Oct. 1	Albion Co.	10,000	Small White @ 2.00							20 00		
ELECTROS												
Metal 2 cuts @ 20¢											1 60	
Miscellaneous Purchases												
Brass Rule											3 97	
Team charge & deliver											7 5	
Total											183 45	
Sales Book Folio				Entered as		Billed as						
Date Delivered				Less Charge				O. K. by				
Quantity												

FORM III

Pressman will write Number of Job, Title of Publication, also Folios of Form and Kind and Quantity of Ink Used.

PRESS WORK

ABBREVIATIONS
 Make Ready . . . M.R.
 Running . . . Run
 Changes . . . Chgs.
 Cutting Overlays . . . C.O.
 Slipshooting . . . Slsh.
 Oil Up . . . O.P.
 Wash Up . . . W.U.

A. M. Date 10/18 1908

Pressman W. S. Sullivan

Feeder Joe Foley

Press No. M 9

1 lbs. Black Ink Run 40¢

Job Name and No.	Time Units	Form No.	Impressions	Press Charges								Memo.
Nat. Lf. 1967	7.00	52.51		M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	7.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
" "	8.00			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
Cap. No. 2199	8.00			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	8.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
" "	10.00			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	10.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
" "	11.00			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	11.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
" "	12.00			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.05			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.10			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.15			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.20			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.25			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.30			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.35			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.40			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.45			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.50			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		
	12.55			M.R.	Run	Chgs.	C.O.	Slsh.	O.U.	W.U.		

O. K. Hubbard

Foreman

(Printers Board of Trade Cost System—Form 5)

FORM V

THE PRESSROOM DAILY TIME SLIP

[SEE FORM 5.]

In the Pressroom, the Press becomes the factor in time keeping and not the employee, as in the Composing Room, Machine Room or Bindery. Time must be entered against order numbers, beginning when the form is laid on the bed of the Press and ending when the job is Made Ready and the Run is completed. A Time Slip should be provided for each Press. The reason for Press Standing or Press Idle time must be noted on the Daily Time Slips.

At the end of each day or half day the Daily Time Slips must be handed to the foremen of the departments, who will examine them as to their correctness, approve them, and pass them along to the person in charge of the Cost System.

RECORD OF DAILY TIME

[SEE FORMS 8 AND 9.]

The record of Compositor's daily time, Pressroom daily time, etc., is a ruled sheet punched for a loose leaf binder, containing lines for 31 days and headings to correspond with Time Slips to show the total amount of time spent in each process of the work of the department. From this sheet is obtained the number of charged out or productive hours for each day of the month, and is the important factor in computing cost per hour. Similar sheets should be provided for every other department of manufacture, ruled and printed to meet the requirements of the particular department.

In offices employing more than five compositors or cylinder presses, a Daily Time Summary should be kept in addition to Forms D and E, in which case the time is posted from each workman's Time Ticket to the Daily Time Summary, the totals of which are then posted to the Record of Daily Time, Forms D and E, and then to the original Job Ticket. The Daily Time Summary serves to detect errors of duplication or omission when posting the time from a large number of Tickets. (Copies of this form may be had on application to the nearest Board of Trade office.)

Prescription and only being able to handle a limited box

Press Room Records for Month of *September*, '23

POSTED BY BOARD OF PUBLIC COSTS BY THE BOARD OF PUBLIC COSTS

No.	No. 1				No. 2				No. 3				No. 4			
	Rate	Per	Unit	Per	Rate	Per	Unit	Per	Rate	Per	Unit	Per	Rate	Per	Unit	Per
1	1	245	50	8	95	12	10	8	38	20	28	60	10	10	10	10
2	2	233	70	10	90	8	10	10	30	70	50	58	5	5	5	5
3	3	245	50	8	61	17	30	33	58	27	5	103	3	3	3	3
4	4	245	50	8	20	16	12	23	62	23	3	99	6	6	6	6
5	5	245	50	8	17	91		15	60	33	100	8				
6	6	245	50	8	66	92		5	68							
7	7	245	50	8	98	10		38	30		34					
8	8	245	50	8	25			26	70	18	20					
9	9	245	50	8	10	80	18									
10	10	245	50	8	91	5		5	80	28						
11	11	245	50	8	80											
12	12	245	50	8	59	85	23		98	10						
13	13	245	50	8												
14	14	245	50	8	20	71	17		96	18						
15	15	245	50	8	82	80	6		87	15						
16	16	245	50	8	16	34			15	91						
17	17	245	50	8	21				91							
18	18	245	50	8	55	13			90							
19	19	245	50	8												
20	20	245	50	8	98	10			35	71						
21	21	245	50	8	65	19	40		65	31	12					
22	22	245	50	8	20	60	22		70	23						
23	23	245	50	8	103	5			16	19						
24	24	245	50	8					6							
25	25	245	50	8	103	6										
26	26	245	50	8												
27	27	245	50	8	89	20			10	50						
28	28	245	50	8	70	6			53	55						
29	29	245	50	8	10	84	14		90	18						
30	30	245	50	8												
31	31	245	50	8	74	100	41		110	206						
Total		600	1200	400	83	574			402	642	424					

BENJAMIN FRANKLIN, Printer

Plainsville _____ 190

Customer's Name _____

Office No. _____

Please send us the following, WITH BILL:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Charge to Job No. _____ By _____ BENJAMIN FRANKLIN
" " Stock Room " " Per _____

(Form R)

PURCHASE ORDERS AND REQUISITIONS

[SEE FORM 4 AND DUPLICATE FORM 4.]

No stock or supplies should be purchased except by a properly numbered order, which should be in triplicate, one copy remaining in the Purchase Order Book to be posted daily to the original Job Ticket; one copy going to the party from whom the goods are purchased, and the third to the Stock Keeper for the purpose of verifying the delivery of the goods. When the Cost Clerk receives the report of the Stock

[Printers Board of Trade Cost System—Form F] IF YOU ARE UNABLE TO FILL THIS ORDER, CANCEL AND RETURN AT ONCE									
BENJAMIN FRANKLIN, Printer <i>Planerville, Sept. 24, 1908</i>									
<i>Carter, Rice & Co.</i>									
Please send us the following, WITH BILL:									
Office No.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; padding: 5px; text-align: center;">2798</td> <td style="padding: 5px;">10½ Reams 25x38/80 S. & Co.</td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;"><i>nat., or sample, @ 5¢ lb.</i></td> </tr> <tr> <td style="padding: 5px; text-align: center;">2798</td> <td style="padding: 5px;">5¼ Reams 20x25/60 Paradox</td> </tr> <tr> <td style="padding: 5px;"></td> <td style="padding: 5px;"><i>Primrose, And. @ 8¢ lb.</i></td> </tr> </table>	2798	10½ Reams 25x38/80 S. & Co.		<i>nat., or sample, @ 5¢ lb.</i>	2798	5¼ Reams 20x25/60 Paradox		<i>Primrose, And. @ 8¢ lb.</i>
2798	10½ Reams 25x38/80 S. & Co.								
	<i>nat., or sample, @ 5¢ lb.</i>								
2798	5¼ Reams 20x25/60 Paradox								
	<i>Primrose, And. @ 8¢ lb.</i>								
PLACE OFFICE AND ORDER NUMBERS ON ALL BILLS BENJAMIN FRANKLIN									
No. 971	Per <i>P. Richard, Jr.</i>								

DUPLICATE OF FORM IV

Clerk, and finds it correct, according to the Purchase Order, a requisition is made out calling for the delivery by the Stock Clerk to the department requiring the same. No stock or any materials should be delivered by the Stock Clerk to any department except on requisition properly signed, a duplicate of which remains in Requisition Book and is posted daily the same as Purchase Orders.

In offices where no Stock Clerk is employed, the requisition can be abandoned and the Purchase Order made in duplicate instead of triplicate, the duplicate remaining in the book for the purpose of charging to the summary sheet or original Job Ticket and then direct to the Ledger, thus eliminating the Purchase Record or Invoice Distribution Book. If this course is pursued, purchases of stock and materials for jobs should be charged to Merchandise and all purchases for department use and consumption, charged as department direct expense.

PURCHASE RECORD OR INVOICE DISTRIBUTION

[SEE FORM 6.]

Is used for the purpose of distributing all purchases to the different departments so as to find the correct expenses of running each department, and also to serve as a check against errors in the stock department and in billing the goods.

PETTY CASH RECORD

[SEE FORM 7.]

Petty Cash Purchases should also be distributed to each department.

LEDGER

Should contain department expense accounts as per left hand column of Statement of Cost sheets (Form 11), which are posted from the Purchase Record and Petty Cash Book.

THE ANNUAL, SEMI-ANNUAL OR MONTHLY STATEMENT OF COSTS

Contains the following columns:—General Expense, Composing Room Expense, Pressroom Expense, and as many other departments operated; lines must be provided for every item of expense. Its operation is fully described as followse. (See Form 11.)

[illegible]

FORM VI

1908

DATE OF REPORT	DATE REPORTED	MADE CORRECT	NUMBER CORRECTED	REUSED CORRECTED	WASTED CORRECTED	REMARKS	Book Number
Pay-roll	1/1/1940	1/1/1940	916.60	110.71.15	974.60		12170
Insurances	5.50	33.75	17.18	6.68	9.99		810
Rent	50.00	5.50	32.60	16.00	5.70		5370
Water	70	40	7.65	8.55	5.30		1.65
Power, Light, Heat	6.10	19.40	1.97	12.40	37.60		2.90
Advertising	68.50						
Packing and Delivery							97.91
Salesman's Commissions	21.80						9.97
Depreciation	12.00	34.00	10.95	6.50	30.00		1.48
Bad Debts	17.00						
Department Direct Expense							
Machins Metal Waste							
Stock, Handling and Storage							
Interest	4.00	17.40	26.90	3.85	8.00		172
General Expense	7.90	11.07	5.53	1.00	129.60		17.99
Cost of Departments	16.940	11.72	17.37	18.96	6.06.12		12375
Distribution of General Expense							155.55
Total Cost of Departments							157.50
Marshall's Hours of each Department for months							12.3
Net Cost per hour							12.3
Total Number of Ems Produced							12.3
Total Number of Impressions Produced							12.3

HOW TO ASCERTAIN THE HOUR COST OF COMPOSITION AND PRESSWORK

In filling out the "Statement of Costs" blank, take the total amount paid for labor shown by the pay roll and divide into "General or Office Pay Roll," Hand Composition, Machine Composition, Cylinder Press, Platen Press, Bindery, etc.; Foremen, Proofreaders, Copyholders, Porters, Sheet-men, and boys should be charged direct to the department using their services. When these separate amounts are correctly ascertained, write them in their respective columns.

Insurance Cost for the year, divided for the period to be shown on the "Statement," then divided according to the inventory of the plant in each department and placed in the proper columns.

Rent is divided according to the floor space occupied by each department.

Water, if a separate expense, should be divided by the number of faucets in each department, or according to meter statement.

Power is divided according to the horse power used or the meter statement, in each department.

Heat is divided by the floor space or area of each department.

Light is divided according to number of gas burners or candle power lamps used in each department.

Depreciation and interest is divided according to the amount of investment in each department and is charged at the rate of 10% for Depreciation, Wear and Tear and 6% interest thereon.

Advertising, Salesman's and Selling Expenses, and Bad Debts are charged against Office or General Expense.

Machine Metal Waste, charged against Machine Composition Department.

Department Direct Expenses, Covers for Sorts, Proof Paper, Page Cord, Rollers, Tympan Paper, Make-ready materials, supplies, etc. etc., and should be charged direct to the department using them.

General expense includes Telephone Service, Telegraph, Trade Organization Dues, Postage, Mercantile Reports, Charity and all other items not specified.

Packing and Delivery, Trucking, etc., and Stock Handling and Storage can be grouped together in a small plant, and charged to office or general expense, but in the case of a large office they should be a separate account, more especially if a large portion of stock is furnished by the customer.

When all the foregoing items of expense and wages are properly charged against each of these departments, the various columns are totaled. The total of the first column "General" is then divided by proportion to the total of each of the other columns and added thereto. The grand totals of the Composing Room, Pressroom, etc., are then divided by the total number of charged out or productive hours as is shown in the Record of Daily Time for each department, Forms D and E, the resulting quotient will be the cost per hour for each department for the period covered by the calculation. After the Cost System is in use for twelve or more months an average cost can be obtained which will vary but slightly from year to year.

GENERAL

Once or twice each day the foreman collects the Time Slips, examines, and if in his judgment they are correct, sends them to the Cost Clerk, who tabulates them for Chargeable and Lost Time. After they are figured for these totals, they are entered on the original Job Ticket or Summary of each job according to the amount of work done. then entered on the Record of Daily Time, Forms D and E. The Chargeable Time and Lost Time is posted on this record so that at the end of each month a statement can be made of the Chargeable and Lost Time of each department. The total of the time slips must agree with the Pay Roll Record as to the total hours.

When a job has been completed it is sent to the Shipping Clerk with the Job Ticket, who marks the date and quantity delivered, which in turn is entered on his delivery book. He then sends the Job Ticket to the Cost Clerk, who enters the deliveries on the Original Job Ticket.

The Original Job Ticket is then looked over to see if there are any omissions or if there are any orders entered on the Duplicate Job Ticket which have not been filled in on the Original for the amount of the bill. If found to be correct, the cost is then extended, the profit added to the total, and the bill made out.

At the end of each month the bookkeeper makes up a record of the total expenses for the month; the total chargeable time at cost is then compared with the Records of Daily Time. If the expenses shown by the bookkeeper are more than the chargeable time at cost a loss has been made, or vice versa.

THE STOCK BOOK

Clerk in charge of stock book first takes an inventory of stock on hand, enters it in the stock record and thereafter enters each bill as it comes in, to its proper account. When stock is delivered for an order, it must be by requisition. Post the Requisition to the Stock Book and also to the original Job Ticket, the difference between inventory and purchases, less requisitions, should always be the correct amount of stock on hand.

Electrotypes of the various blanks can be purchased from

Printer's Board of Trade of Philadelphia,
929 Chestnut Street, Philadelphia, Pa.

Printer's Board of Trade of New York,
32 Union Square, East.

Printer's Board of Trade of New England,
161 Summer Street, Boston, Mass.

AGREEMENT BETWEEN
PRINTERS' LEAGUE OF AMERICA—NEW YORK BRANCH,
AND
NEW YORK TYPOGRAPHICAL UNION NO. 6.

The following agreement was ratified at a meeting of Typographical Union No. 6, held on Sunday, March 1st, 1908:

SECTION 1. That the said Printers' League of America agrees to employ none but members of Typographical Union No. 6 to do any work that comes under the jurisdiction of said Typographical Union, and it is further agreed by the Printers' League of America that it will do no work that comes under the jurisdiction of Typographical Union No. 6 for any firm that does not employ members of said Union upon its request.

SEC. 2. All members of the Printers' League of America, New York Branch, shall be protected under this contract by Typographical Union No. 6 against walkouts, strikes, boycotts, or any other form of concerted interference with the peaceful operation of the departments controlled by Typographical Union No. 6; and it is further provided that the Printers' League of America, New York Branch, agrees with Typographical Union No. 6 to arbitrate all differences affecting wages, hours, and working conditions that may arise under this contract between the said Printers' League of America, New York Branch, and Typographical Union No. 6, if said differences cannot be settled by conciliation.

SEC. 3. It is hereby agreed between the parties hereto that the present scale of wages now in force in the book and job printing offices shall be paid to all members of Typographical Union No. 6 working under this agreement, and Typographical Union No. 6 agrees with the Printers' League of America, New York Branch, that it will not allow any of its members to work for a less rate or more hours than the scale and hours accepted by the Printers' League.

SEC. 4. All disputes arising over scale provisions relating to wages, hours, and working conditions in renewing or extending contracts shall likewise be subject to arbitration under the provisions of this agreement, if such disputes cannot be adjusted through conciliation.

SEC. 5. Union laws not affecting wages, hours, and working conditions and the laws of the International Typographical Union shall not be subject to the provisions of this arbitration agreement.

SEC. 6. If conciliation between an employing printer and the local Union fails, then appeal may be made to the Joint Conference Committee. When the Joint Conference Committee renders a decision which is unsatisfactory to either side, or it is unable to reach a decision within ten (10) full business days after the final submission of the case to said committee, then review by an arbitrator, to be appointed by mutual agreement, may be asked for by the dissatisfied party through appeal, provided written notice of appeal to the other party is given within five (5) full business days after decision has been rendered, and a written statement setting forth the grounds of the appeal is filed with the Joint Conference Committee within ten (10) full business days after the decision has been rendered.

SEC. 7. The Joint Conference Committee shall be a standing committee and shall consist of three members and three alternates appointed by Typographical Union No. 6 and have three members and three alternates appointed by the Printers' League of America. This committee shall meet on the call of the chairman at such time and place as may be determined by him. Due notice in writing of the time and place of meeting of the committee shall be given all interested parties. A majority vote of the committee shall be necessary to a decision.

SEC. 8. The said Joint Conference Committee must act when its services are desired by either party to an appeal as above, and shall proceed with all possible dispatch in rendering such services.

SEC. 9. All expenses attendant upon the settlement of any appeal or hearing before the committee shall be adjusted in each case in accordance with the directions of the Joint Conference Committee.

SEC. 10. The conditions obtaining before the initiation of the dispute shall remain in effect pending the finding of the Joint Conference Committee or the arbitrator.

SEC. 11. The following rules shall govern the Joint Conference Committee in adjusting differences between parties to this agreement:

1. It may demand duplicate typewritten statements of grievances.
2. It may examine all parties involved in any differences referred to it for adjudication.
3. It may employ such stenographers, or clerks, as may be necessary to facilitate business.
4. It may require affidavit on all disputed points.

5. Equal opportunity shall be allowed for presentation of evidence and argument.

6. The deliberations shall be conducted in executive session, and the findings, whether unanimous or not, shall be signed by all members of the board in each instance or shall be certified to by the Chairman and Secretary of the Joint Committee to the two parties to this agreement.

7. In event of either party to the dispute refusing to appear, or present its case after due notice, it may be adjudicated and findings rendered in accordance with such evidence as may be in the possession of the committee.

8. All evidence communicated to the committee in confidence shall be preserved inviolate, and no record of such evidence shall be kept, except for use on appeal, in which case such inviolability shall still be preserved.

SEC. 12. In case a review by an arbitrator is requested, as provided in Section 6, the arbitrator shall not take evidence, but both parties to the controversy may appear personally or by proxy, the proxy to be a duly recognized member of either body who are parties to this agreement, in good standing, or may submit records and briefs and may make oral or written agreements in support of their several contentions. They may submit an agreed statement of facts or a transcript of testimony, properly certified to before a notary public by the stenographer taking the original evidence or depositions.

SEC. 13. Pending final decision, work shall be continued in the office of the employing printer, party to the case, and the award of the arbitrator shall in all cases include a determination of the issues involved covering the period between the raising of the issues and their final settlement; and any change or changes in the wage scale of employees may, at the discretion of the arbitrator, be made effective from the date the issues were first made.

SEC. 14. In the event of either party to the dispute refusing to accept and comply with the decision of the arbitrator, all aid and support to the firm or employer, or member or members of the Union, refusing acceptance and compliance shall be withdrawn by both parties to this agreement. The acts of such employer or member of the Union shall be publicly disavowed, and the aggrieved party to this agreement shall be furnished by the other party thereto with an official document to such fact.

SEC. 15. This agreement between Typographical Union No. 6 and the Printers' League of America, New York Branch, shall remain in

effect from the first day of March, 1908, to and including the first day of October, 1910, provided, however, that this agreement be ratified on the part of each of the parties hereto at a regular meeting or a special meeting called for this purpose by each of the parties hereto, respectively.

IN WITNESS WHEREOF, the undersigned Presidents, respectively, of the parties to this agreement have hereunto, as such Presidents, signed their names and attested by the Secretaries of each, this 3d day of March, 1908.

THE PRINTERS' LEAGUE OF AMERICA, NEW YORK BRANCH,

(Signed) CHAS. FRANCIS,
President.

(Attest) WM. H. VAN WART,
Secretary.

TYPOGRAPHICAL UNION No. 6,

(Signed) JAMES J. MURPHY,
President.

(Attest) CHARLES M. MAXWELL,
Secretary.

AGREEMENT BETWEEN
PRINTERS' LEAGUE OF AMERICA—NEW YORK BRANCH,
AND
N. Y. PRINTING PRESSMEN'S UNION NO. 51 (I. P. P. & A. U.).

The following agreement was duly ratified by the N. Y. Printing Pressmen's Union No. 51 at a meeting held on January 8, 1909, and by the New York Branch of the Printers' League at a meeting held on February 26, 1909:

SECTION 1. That the Printers' League of America, New York Branch, agrees to employ none but members of N. Y. Printing Pressmen's Union No. 51 to do any work that comes under the jurisdiction of said Union; and it is further agreed by the Printers' League that it will do no work that comes under the jurisdiction of N. Y. Printing Pressmen's Union No. 51 for any firm that does not employ members of said Union, provided N. Y. Printing Pressmen's Union No. 51 does not allow its members to do the same class of work in "open shops," unless by mutual consent.

SEC. 2. All members of the Printers' League of America, New York Branch, shall be protected under this contract by N. Y. Printing Pressmen's Union No. 51 against walkouts, strikes, boycotts, or any other form of concerted interference with the peaceful operation of all departments coming under the jurisdiction of said Union; and it is further provided that said League agrees with said Union to arbitrate any and all differences affecting wages, hours, working conditions, and shop practices, that may arise under this contract between said League and said Union, if those differences cannot be first settled by conciliation.

SEC. 3. It is hereby agreed that the present scale of wages now in force, and as shown by the printed scale herewith (which is to be considered a part of this agreement), shall be paid to members of N. Y. Printing Pressmen's Union No. 51 working in Printers' League offices, and the said Union further agrees that it will not allow any of its members to work for less wages or more hours than the scale of wages and hours accepted by the Printers' League.

SEC. 4. All disputes arising over provisions relating to wages, hours or working conditions in contracts now existing, or in renewing or extending contracts, shall likewise be subjected to arbitration under

the provision of this agreement, if such disputes cannot be adjusted through conciliation.

SEC. 5. (a) The Printers' League of America, New York Branch, further agrees that the existing laws and regulations of the International Printing Pressmen's and Assistants' Union and the N. Y. Printing Pressmen's Union No. 51, governing the employment of its members and their working conditions, shall be part of this agreement.

(b) And the N. Y. Printing Pressmen's Union No. 51 agrees with the Printers' League of America, New York Branch, to favor League members in interpreting the application of said regulations to conditions as aforesaid.

(c) It is further agreed that the rules and shop practices, as shown by the attached schedule marked B, and which is to be considered a part of this agreement, will be those governing such practices in League shops, and will be inaugurated and maintained by both parties to this agreement.

SEC. 6. All differences of opinion on any question arising under this agreement shall be submitted to the Executive Committee of the N. Y. Printing Pressmen's Union No. 51 and of the Printers' League for conciliation, and if conciliation fails, then and at all times said differences shall be submitted to the Joint Conference Committee.

When the Joint Conference Committee renders a decision which is unsatisfactory to either side, or when it is unable to reach a decision within ten (10) full business days after the final submission of the case to said Committee, then review by an arbitrator, to be appointed by mutual agreement, may be asked for by the dissatisfied party through appeal, provided written notice of appeal to the other party be given within five (5) full business days after decision has been rendered, and a written statement setting forth the grounds of the appeal is filed with the Joint Conference Committee within ten (10) full business days after the decision has been rendered.

SEC. 7. The Joint Conference Committee shall be a standing committee and shall consist of three members and three alternates appointed by the Printers' League of America and a like number of members and alternates appointed by the N. Y. Printing Pressmen's Union No. 51. This Committee shall meet separately on the call of the chairman of each part for consultation, and jointly by the call of the jointly elected chairman, at such time and place as may be designated by him. Due notice in writing of such meeting shall be given all interested parties. A majority vote of the committee shall be necessary to a decision.

SEC. 8. (a) The said Joint Conference Committee must act when its services are desired by either party to an appeal as above, and shall proceed with all possible dispatch in rendering such services.

(b) The alternates may meet in consultation with the committee of the organization to which they belong, but shall not serve on the Joint Conference Committee except as substitutes.

SEC. 9. All expenses attendant upon the settlement of any appeal or hearing before the committee or arbitrator shall be borne by the party losing the appeal, or in case of a compromise being reached, each party to the controversy shall bear half of the cost.

SEC. 10. The conditions obtaining before the initiation of the dispute shall remain in effect pending the finding of the Joint Conference Committee or arbitrator.

SEC. 11. The following rules shall govern the Joint Conference Committee in adjusting differences between parties to this agreement:

1. It may demand duplicate typewritten statements of grievances.
2. It may examine all parties involved in any differences referred to it for adjudication.

3. It may employ such stenographers or clerks as may prove necessary to facilitate its business.

4. It may require affidavit on any or all disputed points.

5. It shall allow equal opportunity for presentation of evidence or argument.

6. Its deliberations shall be conducted in executive session, and the findings, whether unanimous or not, shall be signed by all members of the board in each instance, or shall be certified to by the Chairman and Secretary of the Joint Committee to the two parties to this agreement. A member of the Joint Conference Committee may hand in a dissenting opinion, to become a part of the records of the proceedings.

7. In the event that either party to the dispute refuses to appear or present his case after due notice, it may be adjudicated and findings rendered in accordance with such evidence as may be in possession of the committee.

8. All evidence communicated to the committee in confidence shall be preserved inviolate, and no record of such evidence shall be kept, except for use on appeal, in which case such inviolability shall still be preserved.

SEC. 12. In case the matter in dispute is finally referred to an arbitrator, said arbitrator shall not take evidence, but both parties to

the controversy shall appear, personally or by proxy, the proxy to be a duly recognized member of either body in good standing, and not of the legal profession; or may submit records and briefs, and may make oral or written arguments in support of their several contentions. They may submit an agreed statement of facts, or a transcript of testimony, properly certified to before a notary public, by the stenographer taking the original evidence or depositions.

SEC. 13. Pending final decision by the arbitrator, work, without interference and under existing conditions, shall continue in the office of the employing printer, party to the case, and the award by said arbitrator shall in all cases include a determination of the issues involved, covering the period between the raising of the issues and their final settlement; and any change or changes in the wage scale of employees may, at the discretion of the arbitrator, be made effective from the date the issues were first made.

SEC. 14. In the event that either party to the dispute refuses to accept and comply with the decision of the arbitrator, all aid and support to the firm or employer, or member or members of the Union, refusing such acceptance and compliance shall be withdrawn by both parties to this agreement. The act or acts of such employer or member of the Union shall be publicly disavowed, and the aggrieved party to this agreement shall be furnished by the other party thereto with an official document testifying such fact.

SEC. 15. The N. Y. Printing Pressmen's Union No. 51 and the Printers' League of America, New York Branch, both parties to the foregoing agreement, do agree that all clauses in this contract are to be construed as applying only to members of the Printers' League and to members of the Union employed in Printers' League shops.

The provisions and terms of wages and rules are not to be accepted as the standard for other employers not members of the League; and it is further agreed that all shops of employers holding membership in the Printers' League of America, New York Branch, shall be accorded, wherever possible, better terms and conditions than those accorded employers who are not members of the Printers' League.

The foregoing agreement between the Printers' League of America, New York Branch, and New York Printing Pressmen's Union No. 51, I. P. P. & A. U., shall remain in effect, upon being duly ratified by both bodies, parties thereto and so attested, from the first day of January, 1909, to and including the first day of October, 1910.

IN WITNESS WHEREOF, and in full attest of ratifications by both

bodies, the undersigned, President respectively of the parties to this agreement, have hereunto, as such Presidents, signed their names and attested by the Secretaries of each organization this twenty-ninth day of December, 1908.

THE PRINTERS' LEAGUE OF AMERICA, NEW YORK BRANCH,

(Signed) CHAS. FRANCIS,
President.

(Attest) WM. H. VAN WART,
Secretary.

THE NEW YORK PRINTING PRESSMEN'S UNION NO. 51, I. P. P. & A. U.,

(Signed) PETER J. DOBBS,
President.

(Attest) J. M. MURPHY,
Secretary.

JANUARY, 1909.

PRINTERS' LEAGUE SCALE OF PRICES

WITH THE

NEW YORK PRINTING PRESSMEN'S UNION NO. 51,

(I. P. P. & A. U.)

2 single cylinder presses, any size (1 or 2)	\$24.00
1 poster press, 29x41 or over	24.00
2 label presses, 29x41 or over	24.00
1 book perfecting press	24.00
1 double cylinder 2-color press	24.00
2 single cylinder on 3-color press	24.00
1 single cylinder on 3-color process (1 or 2 presses)	24.00
1 single roll rotary book or magazine	30.00
1 double roll rotary or 1 single roll six page wide rotary press ..	30.00
Second pressman on single or double roll rotary	24.00
Any rotary press (1) printing three or more colors, pressman in charge	32.00
1 Scott rotary sheet feed	24.00
1 Scott rotary from roll	30.00
1 Cox duplex	30.00
4 single or 2 double Kidders (job)	24.00

JOB PRESSES—PRESSMEN.

2 to 3 job presses and feed	\$18.00
4 to 5 job presses, not feed	20.00
1 single cylinder in conjunction with 3 jobbers (not to feed)	24.00

JOB PRESSMEN SHALL NOT RUN OVER FIVE PRESSES.

Harris Press 1 to 6	\$18.00
Harris Press 7 to 20 (1 press)	18.00
Harris Press 21 to 30 (1 press)	22.00
2-color Harris	22.00

Where there are more than six single cylinders in operation the foreman shall not run presses or cut overlays.

A pressman running the quota of presses as required by the laws shall not cut overlays while machine is in operation.

Two-color or perfecting flat bed double roll or six page wide

rotary, two-color rotary or two-color Harris presses to count as two in the complement.

Where three or more single rotary presses are in an office, the foreman shall not run a press.

Apprentice pressmen can only be employed when the provision of Art. 5, Secs. 2 and 7 of the By-Laws are complied with.

Forty-eight hours for day work and forty-five hours for night work shall constitute the number of hours per week on and after January 1, 1909.

The number of men required while web press is running shall also be employed while press is being made ready.

When overtime is done, if work continues two hours or more, one-half hour shall be allowed and paid for meal time. This shall not apply to the Saturday half holiday when employees have been advised on the previous day that work is to continue on the Saturday half holiday.

Men employed for three days or less shall receive \$4.50 per day for eight hours, and pro rata of the day scale if making up time for the Saturday half holiday.

Pressmen working on the second shift shall receive \$6.00 per night for one (1) or two (2) nights, \$5.00 per night for three (3) nights, and pro rata of the scale for four (4) or (5) nights. These nights are to come within a calendar week. A calendar week to run from Monday to, and not later than, 12 midnight Saturday.

Night work to begin not later than 7 P. M. When the employees on a regular night force work on the eve of a holiday they shall receive single time for that night (nine hours), but if they are required to work on the night of the holiday itself they shall be paid double time for that night (nine hours). On the night before a holiday night work shall begin not later than six (6) P. M.

Copy accepted for incorporation in originally signed contract.

(Signed) CHARLES FRANCIS,
Temporary Chairman.

PETER J. DOBBS,
President No. 51.

SCHEDULE "B."

Referred to in the body of the contract covering: (1) Constitution and By-Laws of the New York Printing Pressmen's Union No. 51 (I. P. P. & A. U.). (2) Shop Practices as hereinafter shown. (3) Printers' League scale of wages.

APPRENTICES.

1. One apprentice to four pressmen, provided the full quota of pressmen is employed. The term of an apprentice shall be five years, dating from the time he is first put on the floor. All apprentices shall be registered by both the Printers' League of America and New York Pressmen's Union No. 51. No apprentice shall be given a card as a journeyman until the expiration of his fifth year, unless by mutual consent of both the contracting parties herein mentioned.

Each office shall be allowed one apprentice to every four pressmen or major fraction thereof; provided, however, that in offices where there are four presses, two journeymen shall be employed; three presses, one journeyman and one apprentice. No one office shall have more than five apprentices. An apprentice may be assigned to do any work which his employer may deem proper except that he shall not be allowed to make primary overlays until after the expiration of two and one-half years of his apprenticeship. The minimum wages for apprentices shall be as follows: First six months, \$16.00; end of first six months, \$17.00; end of one year, \$18.00; end of two years, \$19.00; end of three years, \$20.00; end of four years, \$21.00; end of five years, full minimum scale.

2. Each pressman to run two presses, large or small, of single cylinder, at the discretion of the foreman, provided the full quota of pressmen is employed.

3. Foremen to be permitted to start up presses in cases of emergency.

4. Representatives of the Union only to enter shops after first obtaining permission from the office.

5. Presses are to be started at the appointed time specified under the working rules of the shop.

6. No eating at other than the time specified in the hours of labor in each individual shop.

7. Printers' League offices shall be privileged to employ a second shift at the same rate of wages and conditions as apply to the day shift with the exception that the second shift shall work but forty-five hours

per week, where possible the forty-five hours to be worked in five (5) nights of nine (9) hours each. Such arrangement for the working hours of the two shifts may be made that is mutually acceptable to the employer and employees. Total time covered to be between 7.30 A. M. and 4 A. M.

8. No employee to be given less than a day's work after starting for a day's work unless discharged for incompetency; but any member who fails to work, owing to his own fault, and a sub is put on in his place, the regular man must pay the extra money to the sub. Subs must make up the $\frac{3}{4}$ hour period to provide for the Saturday $\frac{1}{2}$ holiday at the pro rata of regular day work.

9. No sub shall be given less than one day or night's work after starting unless discharged for incompetency.

10. All rules of the New York Printing Pressmens' Union to be observed in Printers' League shops as shown by the Constitution and By-Laws attached, and anything in the above that may hereafter prove to conflict shall be a subject of adjudication by the Joint Conference Committee.

(Signed) for the LEAGUE:

B. PEELE WILLETT,
Ch. Com. Printers' League.

WILLIAM DRISCOLL.

J. A. DUNN.

JOHN C. MORRISON.

F. H. DOELLE.

(Signed) For NEW YORK PRINTING PRESSMEN:

HIRAM J. GREENE,
Chairman Co. No. 51.

P. J. MOONEY.

FRANCIS P. NICHOLS.

PATRICK J. LYNCH.

Witness:

D. W. GREGORY.

AGREEMENT BETWEEN
PRINTERS' LEAGUE OF AMERICA—NEW YORK BRANCH.
AND
FRANKLIN ASSOCIATION NO. 23 (I. P. P. & A. U.).

The following agreement was duly ratified by the Franklin Association No. 23, at a meeting held on January 15, 1909, and by the New York Branch of the Printers' League. at a meeting held on February 26, 1909.

SECTION 1. That the Printers' League of America, New York Branch, agrees to employ none but members of Franklin Association No. 23 to do any work that comes under the jurisdiction of said Union; and it is further agreed by the Printers' League that it will do no work that comes under the jurisdiction of Franklin Association No. 23 for any firm that does not employ members of said Union, provided Franklin Association No. 23 does not allow its members to do the same class of work in "open shops," unless by mutual consent.

SEC. 2. All members of the Printers' League of America, New York Branch, shall be protected under this contract by Franklin Association No. 23 against walkouts, strikes, boycotts, or any other form of concerted interference with the peaceful operation of all departments coming under the jurisdiction of said Union; and it is further provided that said League agrees with said Union to arbitrate any and all differences affecting wages, hours, working conditions, and shop practices that may arise under this contract between said League and said Union, if those differences cannot be first settled by conciliation.

SEC. 3. It is hereby agreed that the present scale of wages now in force, and as shown by the printed scale herewith (which is to be considered a part of this agreement), shall be paid to members of Franklin Association No. 23 working in Printers' League offices, and the said Union further agrees that it will not allow any of its members to work for less wages or more hours than the scale of wages and hours accepted by the Printers' League.

SEC. 4. All disputes arising over provisions relating to wages, hours, or working conditions in contracts now existing, or in renewing or extending contracts, shall likewise be subjected to arbitration under

the provision of this agreement, if such disputes cannot be adjusted through conciliation.

SEC. 5. (a) The Printers' League of America, New York Branch, further agrees that the existing laws and regulations of the International Printing Pressmen's and Assistants' Union and the New York Franklin Association No. 23, governing the employment of its members and their working conditions, shall be part of this agreement.

(b) And the Franklin Association No. 23 agrees with the Printers' League of America, New York Branch, to favor League members in interpreting the application of said regulations to conditions as aforesaid.

(c) It is further agreed that the rules and shop practices as shown by the attached schedule, marked B, and which is to be considered a part of this agreement, will be those governing such practices in League shops, and will be inaugurated and maintained by both parties to this agreement.

SEC. 6. All differences of opinion on any question arising under this agreement shall be submitted to the Executive Committees of the Franklin Association and of the Printers' League for conciliation, and if conciliation fails, then and at all times said differences shall be submitted to the Joint Conference Committee.

When the Joint Conference Committee renders a decision which is unsatisfactory to either side, or when it is unable to reach a decision within ten (10) full business days after the final submission of the case to said committee, then review by an arbitrator, to be appointed by mutual agreement, may be asked for by the dissatisfied party through appeal, provided written notice of appeal to the other party be given within five (5) full business days after decision has been rendered, and a written statement setting forth the grounds of the appeal is filed with the Joint Conference Committee within ten (10) full business days after the decision has been rendered.

SEC. 7. The Joint Conference Committee shall be a standing committee, and shall consist of three members and three alternates appointed by the Printers' League of America and a like number of members and alternates appointed by the Franklin Association No. 23. This committee shall meet separately on the call of the chairman of each party for consultation, and jointly by the call of the jointly elected chairman at such time and place as may be determined by him. Due notice in writing of such meeting shall be given all interested parties. A majority vote of the committee shall be necessary to a decision.

SEC. 8. (a) The said Joint Conference Committee must act when its services are desired by either party to an appeal as above and shall proceed with all possible dispatch in rendering such services.

(b) The alternates may meet in consultation with the committee of the organization to which they belong, but shall not serve on the Joint Conference Committee except as substitutes.

SEC. 9. All expenses attendant upon the settlement of any appeal or hearing before the committee or arbitrator shall be borne by the party losing the appeal, or in case of a compromise being reached, each party to the controversy shall bear half of the cost.

SEC. 10. The conditions obtaining before the initiation of the dispute shall remain in effect pending the finding of the Joint Conference Committee or arbitrator.

SEC. 11. The following rules shall govern the Joint Conference Committee in adjusting differences between parties to this agreement:

1. It may demand duplicate typewritten statements of grievances.
2. It may examine all parties involved in any differences referred to it for adjudication.

3. It may employ such stenographers or clerks as may prove necessary to facilitate its business.

4. It may require affidavit on any or all disputed points.

5. It shall allow equal opportunity for presentation of evidence or argument.

6. Its deliberations shall be conducted in executive session and the findings whether unanimous or not, shall be signed by all members of the board in each instance, or shall be certified to by the chairman and secretary of the Joint Committee to the two parties to this agreement. A member of the Joint Conference Committee may hand in a dissenting opinion, to become a part of the records of the proceedings.

7. In the event that either party to the dispute refuses to appear or present his case after due notice, it may be adjudicated and findings rendered in accordance with such evidence as may be in the possession of the committee.

8. All evidence communicated to the committee in confidence shall be preserved inviolate, and no record of such evidence shall be kept, except for use on appeal, in which case such inviolability shall still be preserved.

SEC. 12. In case the matter in dispute is finally referred to an arbitrator, said arbitrator shall not take evidence, but both parties to the

controversy shall appear, personally or by proxy, the proxy to be a duly recognized member of either body in good standing, and not of the legal profession; or may submit records and briefs, and may make oral or written arguments in support of their several contentions. They may submit an agreed statement of facts, or a transcript of testimony, properly certified to before a notary public by the stenographer taking the original evidence or depositions.

SEC. 13. Pending final decision by the arbitrator, work, without interference and under existing conditions, shall continue in the office of the employing printer, party to the case, and the award by said arbitrator shall in all cases include a determination of the issues involved, covering the period between the raising of the issues and their final settlement; and any change or changes in the wage scale of employees may, at the discretion of the arbitrator, be made effective from the date the issues were first made.

SEC. 14. In the event that either party to the dispute refuses to accept and comply with the decision of the arbitrator, all aid and support to the firm or employer, or member or members of the Union refusing such acceptance and compliance shall be withdrawn by both parties to this agreement. The act or acts of such employer or member of the Union shall be publicly disavowed, and the aggrieved party to this agreement shall be furnished by the other party thereto with an official document testifying such fact.

SEC. 15. The Franklin Association No. 23 and the Printers' League of America, New York Branch, both parties to the foregoing agreement, do agree that all clauses in this contract are to be construed as applying only to members of the Printers' League and to members of the Union employed in Printers' League shops.

The provisions and terms of wages and rules are not to be accepted as the standard for other employers not members of the League; and it is further agreed that all shops of employers holding membership in the Printers' League of America, New York Branch, shall be accorded, wherever possible, better terms and conditions than those accorded employers who are not members of the Printers' League.

The foregoing agreement between the Printers' League of America, New York Branch, and New York Franklin Association No. 23, I. P. P. & A. U., shall remain in effect, upon being duly ratified by both bodies, parties thereto and so attested, from the twenty-first day of January, 1909, to and including the first day of October, 1910.

In witness whereof, and in full attest of ratification by both bodies, the undersigned, Presidents respectively of the parties to this agreement

have hereunto, as such Presidents, signed their names and attested by the Secretaries of each organization this twenty-first day of January, 1909.

THE PRINTERS' LEAGUE OF AMERICA, NEW YORK BRANCH,

(Signed) CHAS. FRANCIS,
President.

(Attest) WM. H. VAN WART,
Secretary.

THE NEW YORK FRANKLIN ASSOCIATION No. 23, I. P. P. & A. U.,

(Signed) JOHN P. MINES,
President.

(Attest) JOHN E. DONNELLY,
Secretary.

Witness:

D. W. GREGORY.

JANUARY, 1909,
 PRINTERS' LEAGUE SCALE OF PRICES
 WITH THE
 FRANKLIN ASSOCIATION NO. 23

DAY WORK.

HAND FEEDERS.

Price per week of 48 hrs. for cylinder feeders.....\$16.00

OPERATORS ON AUTOMATIC FEEDING MACHINES.

Price per week of 48 hrs. for operators attending two machines..\$18.50

Price per week of 48 hrs. for operators attending one machine... 16.00

Where folding machines are in pressrooms, members of Franklin Association No. 23 to feed or attend such folding machines.

Price per week of 48 hrs. for hand feeding on folding machines...\$16.00

Price per week of 48 hrs. for assistants on automatic folding machines 16.00

Price per week of 48 hrs. for operators in charge of automatic folding machines (not sextuple)..... 19.00

WEB, ROTARY AND MAGAZINE PRESSES.

Price per week of 48 hrs. for Brakemen on Goss & Hoe presses..\$19.00

Price per week of 48 hrs. for Brakemen on Cottrell presses..... 19.00

Price per week of 48 hrs. for Tension men on Web presses..... 19.00

Price per week of 48 hrs. for Oilers on Web presses..... 18.00

Price per week of 48 hrs. for Utility men on Web presses..... 18.00

OVERTIME.

DAY TIME.

Price and a half of the regular day scale must be paid for all work over the eight hour except when making up the Saturday half holiday.

Time and a half of the day scale up to 12 P. M. and Saturday afternoons beyond the forty-eight (48) hours.

Sundays and State holidays, except Saturday afternoon, double the day rate.

When overtime continues two or more consecutive hours one-half hour to be allowed for supper, and be paid for as overtime.

When required to work on Saturday afternoons during the months of June, July and August, such work shall be paid at the rate of time and a half of the day scale.

When working after 12 P. M., and after having worked all day and up to 12 P. M., double the rate of the regular time shall be paid.

SATURDAY HALF HOLIDAY.

The hours of labor shall be eight per day, between 7.30 A. M. and 5.30 P. M. Each shop shall make such disposition of the working time as may be mutually satisfactory. Arrangements to make up the Saturday half holiday may be mutually agreed upon.

GOVERNMENT WORK.

Eight hours a night, five nights to a week, to constitute a week's night work on Government, State and Municipal work at the rate per week of \$18.00.

EXTRA HANDS.

One or two days of 8 hrs. a day, for cylinder feeders, per day . . . \$3.00
Price for more than two consecutive days, regular rate of weekly scale.

Price for one or two days for automatic operator per day 3.50
Price for more than two consecutive days, regular rate of weekly scale.

NIGHT WORK.

Night work to begin not later than 7 P. M.

When the employees on a regular night force work on the eve of a holiday, they shall receive single time for that night (nine hours), but if they are required to work on the night of the holiday itself they shall be paid double time for that night (nine hours). On the eve of a holiday night work shall begin not later than 6 P. M.

Price per week of 45 hrs. hand feeders \$18.00
Price per week of 45 hrs. hand feeders on folding machines 18.00

A week's night work is to consist of five nights of nine hours each unless otherwise provided for.

AUTOMATIC FEEDING MACHINES.

Price per week of 45 hrs. for operator attending two machines...\$20.50
Price per week of 45 hrs. for operator attending one machine... 18.00

EXTRA HANDS.

Price for one or two nights of 9 hrs. each..... \$4.50
Price for more than two nights, at rate of regular scale (\$18.00).
Price for one or two nights of 9 hrs. for operators on two machines, per night 5.00
For more than two nights, pro rata of the night scale (\$20.50).
Price and a half of the regular night scale must be paid for all work over the ninth hour.

(Signed) CHAS. FRANCIS,
President.

WM. H. VAN WART,
Secretary.

JOHN P. MINES,
President.

Witness:
D. W. GREGORY.

SCHEDULE "B."

REFERRED TO IN THE BODY OF THE CONTRACT COVERING: (1) CONSTITUTION AND BY-LAWS OF THE FRANKLIN ASSOCIATION (I. P. P. & A. U.). (2) SHOP PRACTICES AS HEREINAFTER SHOWN. (3) PRINTERS' LEAGUE SCALE OF WAGES.

APPRENTICES.

1. (a) One apprentice to every six feeders or a majority fraction thereof. No office to have more than five apprentices. Such apprentices to be registered by both the Printers' League of America and Franklin Association No. 23; and no apprentice shall be given a full card by Franklin Association No. 23 until after the fourth year of his apprenticeship unless by mutual consent of both contracting parties herein mentioned. The minimum wages for apprentices shall be as follows: First and second years, \$10.00; third year, \$11.00; fourth year, \$13.00; end of the fourth year, the prevailing scale.

(b) All apprentice pressmen are to be taken from Franklin Association No. 23.

2. Apprentices may wash up presses.

3. Representatives of the Union only to enter shops after first obtaining permission from the office.

4. Presses are to be started at the appointed time specified under the working rules of the shop.

5. No eating at other than the time specified in the hours of labor in each individual shop.

6. Feeders are to be allowed to match overlays on press and to help patching up on press when called upon to do so.

7. A feeder to be changed from one press to another at the option of the foreman, provided the number of feeders employed is equal to the number of presses in actual work in the plant; and to clean up his press when required.

8. Any member who fails to work, owing to his own fault, and a sub is put on in his place, the regular man must pay the extra money paid to the sub. No employee shall be given less than one day or night's work after starting unless discharged for incompetency.

9. All rules of the Franklin Association to be observed in League shops as shown in the Constitution and By-Laws attached, and anything in the above that may hereafter prove to conflict shall be a subject for adjudication by the Joint Conference Committee.

RECORD OF PROCEEDINGS
First Convention
Printers' League of America

NEW YORK, SEPTEMBER 22nd to 24th

1909

The Convention was called to order by President Francis at 10 A. M.

THE CHAIRMAN: I will ask the Rev. Father Evers to lead us in prayer.

REV. FATHER EVERS: We beg, O Eternal Father, author of life and grace, that Thou wilt give us grace to preside over this Convention. Author of life and grace, direct us in our deliberations, that everything that we do and say may be for the glory of Thy kingdom here upon earth and for our whole salvation. O, Eternal Father, we thank Thee for the blessings Thou hast conferred upon this country, and we, as members of this Printers' League, ask Thee to bless this country, our Chief Executive and all the members of our government to direct them in the way of love and happiness. We also return thanks to Thee, Eternal Father, for all the grace Thou hast showered upon this land and particularly upon this Empire State of ours here in New York, where we are now celebrating the tercentenary of the discovery of this great river and the centenary of steam navigation. For these blessings, O Eternal Father, we return Thee thanks and we beg Thee sincerely to come in this Convention and by Thy grace and light and inspiration to direct all our thoughts and our words and our actions, that everything we do, everything we say, may be for Thy glory and for our eternal good. Amen.

THE CHAIRMAN: The first matter on the program is the reason for this Convention.

It was forcibly stated at the birth of this nation that "all men were born free and equal," and this statement was true, but as they advanced in life a great deal of inequality was found to exist, and in the course of time divisions took place and opinions varied even to the extent of causing civil war from the lack of equality between the white and black races. This disturbed the equilibrium of our country for a time. However, in a few years after the civil rights of the dark race were established, peacefulness again prevailed and our former agricultural citizens returned to their pastoral pursuits.

During a few decades later our people developed at an immense

ratio in the manufacturing lines and formed the great armies of capital and labor. This again showed the inequalities of our population and the form of free government tended toward an oppression (caused by sharp competition) between the capitalist and the laborer. This in turn resulted in the formation of the unions of workingmen and mechanics of various pursuits.

The disagreements arising between employer and employee then took on the form of war commonly known as strikes and lockouts, costing this country billions of dollars, and untold misery and great losses to both parties.

The civil war through which we passed was as nothing compared to the ruination spread by these abominable practices, and many and various were the remedies offered for the solution—those which have been the most effective up to the present time being the Newspaper Publishers' Association and the Printers' League of America.

It is needless to say that neither organization has reached that perfection which it is hoped may be accomplished when the laudable ambitions of the combined forces of employer and employee have become thoroughly educated to the system of consultation, conciliation and arbitration and the spirit of fairness that will result in "justice to all," the motto adopted by the Printers' League of America, and it is with the view of furthering this policy of peace which will bring forth prosperity that we are here to-day.

In the name of the organization I bid you welcome and trust there may be born at this Convention an Association imbued with the principles of equality promulgated by our forefathers in the Declaration of Independence, and that all branches of trade may follow in our trail seeking "justice to all," and a new century of "peace and prosperity."

I now declare this Convention open for business. The first business before the Convention is the election of a Chairman of this Convention and also a Vice-Chairman and Secretary, Assistant Secretary and Sergeant-at-arms; but as we have a committee for that purpose I don't think it is necessary. Nominations are in order.

MR. PRESCOTT: I beg leave to nominate Mr. Francis for the office of Chairman.

THE CHAIRMAN: Are there any other nominations?

MR. LITTLE: I second the nomination.

(Vice President Walker in the Chair.)

THE SECRETARY: I move that the nominations be closed.

MR. LITTLE: I second the motion to vote *viva voce*.

Motion carried.

(President Francis in the Chair.)

THE CHAIRMAN: We will proceed with the nomination of Vice-Chairman.

MR. WALKER: I nominate Hon. Joseph J. Little.

MR. LITTLE: I nominate Mr. Berry, if he is here.

Motion seconded.

THE CHAIRMAN: Are there any other nominations?

MR. CARROLL: I move that the nominations be closed.

MR. VAN WART: I second the motion.

MR. LITTLE: I decline the nomination.

THE CHAIRMAN: The nomination is on Mr. Berry.

On a vote being taken Mr. Berry was unanimously elected as Vice-Chairman.

THE CHAIRMAN: Nominations for Secretary are in order.

MR. GREGORY: I nominate Mr. Van Wart.

THE CHAIRMAN: Any other nominations?

MR. GREEN: I second the motion.

THE CHAIRMAN: If there are no other nominations, I declare the nomination closed and ask for a vote.

On a vote being taken Mr. Van Wart was unanimously elected.

THE CHAIRMAN: Nominations for Assistant Secretary.

MR. CARROLL: I nominate Mr. Gregory.

MR. WALKER: I second the motion.

THE CHAIRMAN: If there are no other nominations, I declare the nomination closed and ask for a vote.

On a vote being taken Mr. Gregory was unanimously elected as Assistant Secretary.

THE CHAIRMAN: I should have said something on the election of Chairman, but I thought we would get through the elections first.

I can't say but that I feel honored in being elected Chairman. I am sorry to see so small a number here present at this time. There have been over 300 tickets issued on personal application of the parties to be present and later on I presume we shall see all of them, probably more. And I hope the proceedings of this Convention will bring forth an expression of feeling between employer and employee such as has never been heard before in this land, and that it will bring forth a principle of harmony and goodwill that will enhance our prosperity and enable us to do work and business together on the principle that should always prevail, and that is a friendly spirit. I thank you for the nomination.

The Secretary will please announce the committees.

THE SECRETARY:

The Chairman General Convention Committee, Mr. Charles Francis.

Vice, Mr. J. Wm. Walker.

Secretary-Treasurer, Mr. D. W. Gregory.

COMMITTEE OF PRINTERS.

Mr. Joseph J. Little, Chairman.	Mr. Edward Carroll, Jr.
Mr. Charles Francis, Vice-Chairman.	Mr. Oswald Maune.
Mr. J. Wm. Walker.	Mr. Wm. Driscoll.
Mr. Wm. H. Van Wart.	Mr. Gustav Zeese.
Mr. John C. Morrison.	Mr. Wm. Davie.

COMMITTEE OF BOOKBINDERS.

Mr. John F. Oltrogge, Chairman.	Mr. Benjamin Boden.
Mr. Edwin S. Ives, Vice-Chairman.	Mr. C. W. Fisk.

COMMITTEE OF ELECTROTYPERS AND STEREOTYPERS.

Mr. Henry J. Home, Chairman.	Mr. E. R. Rodd.
Mr. T. A. Raisbeck, Vice Chairman.	Mr. J. F. Havey.
Mr. Henry Bauer.	

COMMITTEE ON BANQUET ARRANGEMENTS.

Mr. C. G. Crawford, Chairman.
Mr. B. Lester Tyrrel.
Mr. Layng.
Mr. B. J. Hawkes.
Mr. Nathan Goldmann.

Mr. Geo. W. Green.
Mr. Jacob Schilling.
Mr. John C. Morrison.
Mr. Lindblow.
Mr. William Kiesling.

LUNCHEON AND FLOOR COMMITTEE.

This Committee will act in conjunction with the Banquet Committee.

Mr. Chas. G. McCoy, Chairman.
Mr. Hallenbeck, Jr.
Mr. Elmer Tyrrell.
Mr. Scott.

Mr. Samuel Rosenthal.
Mr. Domenick Tutrone.
Mr. William Davie.

CLERK OF COMMITTEE.

Mr. Harold Allen.

THE CHAIRMAN: I will ask the Secretary to make the announcements for the Convention.

THE SECRETARY: On Wednesday, September 22, 1909, at 1 o'clock, delegates and guests are invited to luncheon with the Committee. The tickets given you on presenting your credentials will be collected by the Floor Committee and turned over to the Clerk of Committees.

On Thursday, September 23, at 1 o'clock, Sight Seeing cars will be in attendance at the hotel for a trip over the route of the Hudson-Fulton Celebration Military Parade, showing points of interest and giving visitors an opportunity to see the preparations made for this event. Tickets may be obtained of the Clerk either in the hall or the Committee Room. They are \$1.

At 7 o'clock of the same day the Convention Banquet will be served. You will find a list of the guests posted in the Committee Room with the number of the table at which he is seated and the name of the Chairman of that table for your guidance. Those who wish to

attend this banquet and who have not already obtained tickets may do so by applying to the Clerk of Committees in the Committee Room. Tickets are \$5 each.

All present who wish to lay any matters of general interest before the Convention, or who wish to be recognized by the Chair, will please give their names and a brief statement showing the nature of the business to the Assistant Secretary at the close of this session, in the Committee Room. The Convention Committee will go into executive session at 8 p. m. to-night in the Committee Room.

THE CHAIRMAN: On that "business of the day," all present who wish to lay any matters of general interest before the Convention—this time is a good time for that purpose. I would like to have any suggestions along that line at the present time. All those who wish to be recognized by the Chair, speaking on any subject in connection with this Convention at the present time—we would be pleased to hear from any one on that score.

MR. PRESCOTT: The Chicago employing printers' association is kindly disposed to the League idea, and quite a number of the members of the organization are anxious to establish a League. The question has arisen: If they form a League, will they be at liberty to adopt such regulations as to them seem to fit their circumstances, or will they be bound by the regulations adopted by the New York League or the proposed National Constitution which appears in some of the literature of the New York League? I should like to take back an expression from this organization on that point. We feel that the condition is somewhat different in Chicago than in New York, and that if we organize a League there, bound by the New York regulations, we won't make so much progress as we would if allowed to go along and adopt the principles of the League and apply them as far as we can to the situation in Chicago. I should like to have an expression from this body in connection with that matter.

I might say, Mr. Chairman, that the employing printers' Association is composed of 100 members. It has a Committee on Constitution, which is composed of five men. Three of the five are in favor of organizing a League, and the Constitution is in abeyance until they receive the opinion of this body.

MR. MCCOY: I move that a Committee be appointed to make a reply to Mr. Prescott's request—a Committee of three.

THE CHAIRMAN: At what time?

MR. MCCOY: At this afternoon's meeting.

THE CHAIRMAN: Providing we can get through. If not, we will take it up to-morrow morning.

MR. LITTLE: I would like to suggest that Mr. Prescott put his request in writing. It seems to me a very important matter, and before we answer it we ought to know exactly what he wants the answer on. It ought to be in writing, and the Committee ought to report in writing.

MR. PRESCOTT: All right; I will put it in writing.

THE CHAIRMAN: Mr. Prescott says he will put that matter in writing. Mr. Prescott asked me to speak in that regard. We have published a prospective National Constitution and By-Laws; but that does not signify that the Constitution and By-Laws should be adopted either by this organization or by the organization in Chicago. It is open for consideration and consultation, and I understood that there were to be some three representatives from Chicago on this floor. Is that right, Mr. Prescott?

MR. PRESCOTT: Yes. Perhaps they will show up yet.

THE CHAIRMAN: I think it will be very necessary to have them in consultation with ourselves so as to make a Constitution and By-Laws that will be adapted to the whole country and not to New York City alone. There are conditions in a large number of smaller towns that are not the same as they are in New York, and there are some things that might need change. Our Mr. Cherouny gave a great deal of thought to that Constitution and By-Laws and we thought it sufficiently favorable to present it to the country at large, and we have done so in the pamphlet published. But up to the present there is nothing binding in that Constitution and it is well known two heads are better than one; and we might get a great deal of wisdom yet on the establishment of a Constitution and By-Laws. Did Mr. McCoy's motion prevail? Was there a second to that motion?

MR. WALKER: I second the motion.

MR. MCCOY: A Committee of three, appointed by the Chair, to report at the end of the afternoon session or to-morrow morning.

THE CHAIRMAN: To answer Mr. Prescott's question at the afternoon session or to-morrow morning, as soon as the close of the second session takes place. Are there any remarks?

MR. CARROLL: I wish to make a few remarks before the question is put. The report of this Committee will not be definitive, as I understand, because this is a matter of a great deal of importance and necessarily of a great deal of information to this Association, and one on which I think Mr. Prescott is entitled to have the benefit of a very free discussion; and if the report of the Committee is to result in anywise limiting the discussion of that question I should be opposed to the appointment of that Committee because I think the sense of this whole meeting would be better ascertained by free discussion than by the action of a Committee. I can't see how it would be possible for an organization taking the name of the Printers' League, to act absolutely independent of the principles for which the Printers' League is organized and which it advocates. Neither would I see the wisdom of limiting so much the scope of a local organization when, acting within the broad lines of the Printers' League, it couldn't adjust itself to local conditions. I don't see how it would be possible for a Committee to return any different answer than that. They will have to adjust themselves to local conditions, but, if members of the Printers' League, they must advocate the cardinal principles for which we stand.

MR. LITTLE: I think perhaps the last speaker misapprehended the situation. It is as to the appointment of a Committee, not as to the disposition to be made by this Convention of that report after it is presented. I think it is proper for the Committee to bring that subject before us, and then if the report does not conform with the opinion of the delegates they will dispose of that report as they see fit. I don't think we can anticipate the report. We don't even know yet who will constitute the Committee.

MR. BERRY: Mr. Chairman, in the appointment of this Committee I think we are making one of the chief moves of the Convention. This Committee, if appointed, will be called upon to state the policy, as I take it, on which the organizations will be based when they are established. I am of the opinion that if this Convention is to take up this subject at all, they should take it up in the form of a National

Constitution on which the different branches of the Printers' League could work over. That has got to be done. If you propose to form an International League you have got to have an International Constitution. There would be certain rights given such local organizations—not too many rights, I would say—and if this Committee comes in with a report it will be setting a policy which I think is the proper duty of a Constitutional Committee or a Committee on By-Laws and Constitution. You have certainly got to have that, and if I understand Mr. Prescott correctly, he wants to know just how far the employers in Chicago can go in handling their own situation. I think that will be taken care of by the Constitution when it is adopted by this Convention. If the Committee brings in a report they are going to establish the policy in that direction, and when your Committee to handle the situation is appointed, it will naturally have to find out the policy which this Committee reports on, which is a very big question. In establishing your National Constitution, Mr. Chairman, there are many interests in this Convention which will have to be taken into consideration, I take it. Your Constitution will have to be so broad in its character that the interest that his League desires to bring to bear will be satisfied. Now it is a pretty big job, and no Committee of Three can handle it this afternoon or in the morning, because you have got to have reports from the supply houses, I take it; you have got to have reports from the Convention, I take it; and from the employers in order to gather together a Constitution which will reach into the proper channels. Now, as I say, that is the information that Mr. Prescott wants, as I take it—Just how far the employing printers in Chicago can go if they become affiliated with the Printers' League.

The Constitution is going to make known to the employing printers of the country how far they can go. I don't want to object to the appointment of this Committee, Mr. Chairman; but I point out to you that it is going to be a big job and it is going to have a tendency to obstruct the power which will follow when the Constitutional Committee is appointed to handle this big subject, and you are not going to be able to do it this afternoon or to-morrow. As I said before it is the establishment of the chief policy—the real chief policy of this Convention. I simply call the Convention's attention to this point.

THE CHAIRMAN: Are there any further remarks on the question? The question is the appointment of a Committee of Three on the Constitution and By-Laws of the National organization. I think myself it would be hardly possible to have that a Committee of Three. I know small committees work better; but I don't see how you are going to get the representation on a Committee of Three.

MR. MCCOY: Wouldn't it be possible to defer action on this until we take up the matter of the Constitution and then, if we appoint a Constitutional Committee, we can refer this to that Committee.

THE CHAIRMAN: I think Mr. McCoy, if I may be allowed a suggestion from the Chair that the way you put your motion might be better, that a Committee of Three be appointed to reply to Mr. Prescott. I don't see why you need to take up the question of Constitution and By-Laws on that motion.

MR. MCCOY: Then I ask for a vote upon the original motion.

THE CHAIRMAN: What is the opinion of the Convention on that subject? I think that was the nature of your motion?

MR. CARROLL: I am strongly opposed to this not only for the reasons I stated, but because I regard the Committee as absolutely futile. It can give no definitive answer. The answer that it gives must necessarily be subject to the Constitution and By-Laws that are finally agreed upon. The Committee can give no answer which would not be liable to be negated by the action of the Convention itself, and it would stop that free discussion, perhaps, which ought to be accorded in a matter of so vital importance. I can't see the necessity of that Committee.

THE CHAIRMAN: Any further remarks?

MR. MCCOY: I think, to get the matter properly before the Convention for the purpose of discussion, this Committee might make a report and the Convention then could defer it until a Constitutional Committee would be appointed. We would have the information anyhow. While it would be probably better to defer action until we went into the matter of the adoption of the Constitution, at the same time I don't see any reason why this Committee should not get to work on it now. It would be only getting the thing into shape for the discussion before the Convention.

THE CHAIRMAN: Any further remarks on the question? The question comes upon the motion of Mr. McCoy to appoint a Committee of Three to answer Mr. Prescott's question in regard to the Constitution and By-Laws affecting particularly Chicago.

MR. PRESCOTT: That is satisfactory so far as I am concerned; but you can't make fish of one and flesh of another. You can't make an exception in the case of Chicago.

THE CHAIRMAN: And other cities?

MR. PRESCOTT: Yes.

On a vote being taken Mr. McCoy's motion was lost.

THE CHAIRMAN: Are there any other suggestions for the Convention? If not, we will proceed to the starting of the second session. I will ask Mr. Berry to take the Chair.

(Mr. Berry in the Chair.)

THE CHAIRMAN: At the second session, The President of the Printers' League of America, Mr. Charles Francis, will speak upon the policies of the League, its meaning and accomplishments to date. I have pleasure in introducing Mr. Francis. (Applause.)

PRESIDENT FRANCIS: Just as a preliminary, when I studied my speech, I didn't take exactly into consideration the heading. Perhaps it may be well to say a few words before starting on the inception of the Printers' League and some of the other matters that are mentioned there.

The inception of the Printers' League was largely due to a conversation taking place between one of the employers and one of the Union representatives in the fall of 1906. There had been a conflict of forces between the Association and the employees, as you are aware, for an eight-hour day. Those who gave the eight-hour day and followed the lines which the Union laid out, felt a great deal the burden of carrying the great reduction from nine to eight hours, and the Union representatives were appealed to that they ought to assist those employers who had given them the eight-hour day which they asked for. It was stated at that conversation that if there were an organization, that they would be glad to do what they could toward alleviating the situation. Shortly after that a call was issued and a few printers met together. Mr. Cherouny, Mr. Willett, Mr. Meany and the speaker. That was the first call. On the second call we had a dinner, and the printers are very fond of eating;—I won't say drinking, because we won't mention that (laughter). Anyway, at that meeting, we had

twenty-one present, and organized the local organization with sixteen members. Since that time it has grown until to-day it has fifty-five members in the original organization and has combined with the Electrotypers' League, which was brought forth by the original League and the Bookbinders' League, which was brought forth by the original League, and they numbered fourteen, making a total membership of about sixty-nine. The number of employees under the fifty-five firms are about 10,000; and the first accomplishment was the making of a contract between the feeders' organization, No. 23, and the League. That was followed by a contract between the pressmen's organization and the League. That was again followed by a contract between the Typographical Union No. 6 and the League. In all those contracts instead of closing them as had been the previous usage between the officers of the various organizations upon the closing of the contract, they held an open meeting together and discussed the situation and the body of the Union had a chance to say what they desired in regard to the conclusion of the contract. This gave a soundness to the contract which had not previously obtained. The difficulty with the Unions and other organizations where the body does not have any voice, is that they think there is something crooked or there is something that they don't agree with that their officers did, and this gives everyone a chance to be heard. If they want to come to the meeting when those things are spoken of, and they get due notice, they can come and say their say, and that is the time to make their objection. The result of those contracts has been in the main satisfactory. Naturally any new movement would not be permanent or sail along through smooth seas, and we have not altogether done that; but at nearly every turn we have been met by the Unions in a close affiliation to do the best they could with the organizations and keep their contract with us.

Now in regard to the nature of the organization I think that is covered really in the remarks that I have intended to give you. What it hopes to attain through this Convention is a wide-spread organization that can do business upon profitable terms. "Whatsoever a man soweth that shall he also reap," and he that soweth the wind shall reap the whirlwind, but he which soweth peace shall of that seed reap prosperity and loving kindness.

For centuries mankind have had a tendency to take advantage one of the other, and a selfish spirit has greatly governed our actions. A certain kind of selfishness is not to be deprecated, but there is a selfishness which is despicable and should not be tolerated. It is this latter spirit which has from time immemorial sought to create an aristocracy to rule by force, contrary to the interests of any individual community or nation.

Of late years this has been a mooted question between what is termed capital and labor, or employer and employee, and the countries throughout the civilized world have sought a remedy for existing evils with more or less satisfactory results.

Some hundred years or more since, began the present antagonistic relations of the modern age between employer and employee, and they began to look upon one another as natural enemies.

The employer sought to extract from the employee the utmost amount of labor of which he was capable with as small a remuneration as was possible, and this resulted in a dissatisfied workman, who in turn endeavored to give as little as he could for the wages paid, and subsequently led to the combination of the workers ostensibly for mutual advancement and to care for their sick and needy. This movement developed in a way toward the advancement of labor and was consequently fought at every turn by the employer, so much so that strikes and lockouts became a constant source of trouble and affliction to both parties, costing this nation alone about a billion dollars during the twenty years from 1880 to 1900. Many efforts were put forward to check this disastrous warfare in England, Germany, New Zealand and Australia.

Germany and New Zealand appear to have succeeded in establishing systems by which these conflicts are avoided, and by somewhat different methods reaching the same end.

Germany managed to organize the printing trade, both employer and employee, into a solid body comprising ninety per cent of the business, and any unfair dealing between employers, employees or between employer and employee is taken in hand by the combination and settled by tribunals established and working in districts as apportioned, approved by the crown and upheld by the courts. Of this movement, however, the speaker has only gathered his statements from observation and hearsay, but of the movement in New Zealand knows the causes which led up to the only government that has had the temerity to come out on the compulsory arbitration proposition to settle all differences arising between employer and employee. In a recent conversation with an employing printer from New Zealand the speaker asked whether they now had much trouble from the unions, and the answer was, "Union! There are no unions. The only union is the government." He was then asked how the country was getting along on this enforced arbitration law, and answered by the statement that "both employer and employee were well satisfied and the prosperity of the country was never at any time as great as at present."

The word "compulsory" is objectionable to the American people and, therefore, such a method of solution would be negatived without

a trial and the substitute therefor has been adopted by the Printers' League of America in its dealings with the unions during its existence.

The unions were found ready and willing to co-operate in a peaceful solution of the warfare that had raged with unceasing fierceness for nearly five decades, and which resulted in losses to our business alone in the strike of 1906 of between fifteen and twenty millions of dollars.

For these reasons a few of the employing printers met together in the latter part of 1906 to put into operation the theory that employer and employee were identical in interest and should be so bound together as to produce more and better results to both parties, and while the waters have not been altogether unruffled during our three years of dealing together, we have gained a fraternity of interest and have drawn closer to each other every passing day.

Our plan of action is to form a coalition with the unions for the purpose of maintaining peace. This is brought about by bringing into our fold as an organization any union that has a sufficient hold upon the situation to control the supply of labor and protect the employer from unjust competition with employees who are not organized, and it is understood that the exigencies of the business must be taken into consideration so that the customer may be treated with fairness and not to have to pay the onerous expenses of strikes and lockouts. Our contracts are drawn up by mutual consent by the officers of the associations, and when in a state to present to the body, an open session with the members of the union is held so that any misunderstandings or erroneous impressions may not creep into the agreement without full and free discussions and elimination of any causes liable to create trouble.

This, of course, does not entirely obviate all unpleasant matters and the course by which we further proceed is that any complaint in regard to any individual, firm or corporation, or member of any union, shall be brought to the attention of the Corresponding Secretary of the Printers' League and in due course to the Executive Committee; and if by this means of consultation and conciliation there still remains dissatisfaction it is carried to the Trade Court so satisfactorily set forth by our Mr. Cherouny in the Constitution and By-Laws, both local and national. This Trade Court consists of three employers and three employees, and if, after meeting, these fail to agree, then an arbitration is called for and the award of the arbitrator finally settles the controversy.

Up to the present time during the three years of the League's existence there has been no general strike, and agreements have been kept with one exception caused by a few recalcitrant members frequenting the accursed saloons too frequently and thereby failing to follow the

orders given by their union and practically breaking a contract entered into in good faith. We, however, have the assurance of the President of this organization that a settlement of the matter will be made satisfactory to the League and its members who was, and still is, put to an expense and trouble that should not exist.

This movement, like all other movements of progress, will naturally have some setbacks and nothing but education along the lines of friendly intercourse can finally overcome the ignorance and prejudice with which our rank and file have been imbued for years past.

One very important feature to the employer is that the business agent of the union does not have the authority to make himself obnoxious to individual employers by enforcing demands through a threat to strike the office but must submit any requests to the League for adjustment. This also relieves the business agent of the responsibility of individual action.

Our foundation contract with the unions is to the effect that we employ none but Union members and that they in turn consult, conciliate and, as a finality, arbitrate any question brought forward by either a reduction or an increase in wages, or a change in existing rules, the adjudication of these and everything of whatsoever nature must take the course outlined as above. The main principle underlying the whole foundation being "justice to all," and in no sense as of old "to the victor belongs the spoils," but with an earnest purpose seeking to promulgate mutual interests always.

You may infer from the New York organization that you need an established office and a paid secretary, but this is not either necessary or feasible for small organizations, as the same results may be obtained through an Executive Committee meeting once a week when there is business for them, and omitting meetings when everything is running smoothly.

We fully believe that a peaceable result of all disputes or misunderstandings can be reached by the methods and contracts now in operation, and it is incumbent upon all of us here assembled to complete the work by the formation of a national organization so that we may at all times be ready to make agreements of mutual interest with the international bodies, and so that by the formation of the country into districts, as in Germany, we may the more easily be able to avoid the disastrous conflicts of the past, and show to the world that it is possible for employer and employee to dwell together in peace and prosperity.

It is only reasonable to suppose that many changes of detail in our work may be brought forth by the application of these principles, but the standard is flung to the breeze of a discarding of old methods and a building up of a new era.

I must not close without calling attention to the Court of Honor intended to be a means of prevention of unfair methods between employers and also reaching out to the employees of the higher class, such as foremen and superintendents, and establishing a code of ethics and procedure by which a court of justice may be guided. This portion of our work has been largely in abeyance owing to the more important question of amicable and fair relations with our fellow workers, the employees.

Should the intelligence of our employees help us in thoroughly establishing these principles, which I feel sure they will, we have the power in our hands to make this country what God willed it should be, the "greatest country of liberty, freedom, justice and equality upon the face of the earth."

Finally, I revert again to the first words of my speech, that "whatsoever a man soweth that shall he also reap," and hope that we may here and now build a monument that will redound to our nation's honor and the gratitude of a great people will go forth to our sowing. (Applause.)

(President Francis resumes the Chair.)

THE CHAIRMAN: I thank you for your attention and hope that the suggestions will be carried out. There has been a special request sent up to the desk that we depart a little from the order of business in asking Mr. Little to speak next and that we ask our friend Mr. Cherouny for a few remarks.

MR. H. W. CHEROUNY: Mr. President and Gentlemen, I do not look at all upon this life of ours as printers with the optimistic spectacles of our friend the President of the League.

I am in the habit of judging of our affairs by the unfailing light of history. It was my desire to say something in regard to the Constitutional question; but I thought it better not to. Now, I have studied the Constitution of every prominent Trade Union. I have studied the history of Trades Unionism since the beginning of the Christian era, and I will not speak of the principles of the ancient guilds, but I will speak merely of the history of the modern English Trades Unions with regard to the questions as to the Constitution here. The whole struggle of the English Trades Unions is a struggle of the advancement from the form of the little Trades Guild to the representative government of the whole trades of Great Britain. Through the whole of the history of England runs the fruitless struggle of small Trades Unions with sovereign rights over custom, over prices and over everything up to the formation of an institution that covers the whole country and the whole of the industry.

Now in regard to the proposition of conciliation and arbitration: No labor class in the whole world has fought a more serious battle for its liberty than the English Trades Unions have. Church, State and capital were united in England in order to defeat them and their purposes. There were deportations, there was imprisonment; families torn apart from each other; and there was hunger and misery all around. It was impossible to come together, and the whole country suffered as it was necessary.

Then in about the middle of this last past century there arose a gentleman, Mr. Mundellen, and he, together with Judge Kilpatrick, brought about a kind of system known by the name conciliation and arbitration. This system has been tried ever since, I believe, the 50's of the last century, and it has been worked out as good as it possibly could be worked out. No one was more intent than the good men of England to make it a good thing, and make it solve the questions; but I am sorry to tell you, Mr. President, and all of you, that on the whole it has proven to be a most poor make-shift to get over the actual state of war between you workmen and the employer. On the whole it is a failure. For what reason? It simply takes the position in those matters which concern me and concern you out of your hands and puts it in the hands of a fiat. I don't care if it be the minister of the Church who decides the question, or whether it is the State. The most important question among us—your time of labor, your wages, my profit, and everything pertaining to our industry is laid in the hands of a single individual. This has proven in fifty or sixty years to be the stumbling block of the noblest organization. It will never work with American citizens. So I am a little doubtful whether we shall be able to regulate all our affairs by means of this League. There are several things against it. It is not business we are doing. I will tell you, my friends, with whom I have conversed nights and nights and nights over trifling questions, whether it is possible for our printers now to go through the same process with eight or nine or ten Unions. We have a contract now. Your Unions are at least willing to keep its terms. Is it possible for me and my friends to sit there days and nights and days and days and go over the same field with eight or nine Unions? It is a physical impossibility to you and to me.

These remarks bring me back to the question of the Constitution. The primitive organization of Democratic Clubs of workingmen will never accomplish anything—never on your life.

Now, as to the question what to propose instead of it—well, I am also guided by the never failing light of history. I would rather tell you in short forms the principles which I have written about in my twenty-five years and which the publishers are still publishing in that

good paper of ours, "The Inland Printer." It is not much. I will not tire you out, and you can understand it. It is good fundamental information based upon my knowledge of the history of industry that Trades Unionism in itself is not an evil. On the contrary it is a blessing and it is necessary that where there are two or three men working together there shall be order. But the abuses of Trades Unionism! What do our abuses in America consist of? The first abuse, and the most important, can be gathered under the title that generally we have too many Unions in our places. There are too many sovereignties. There are the cutters, who belong to the Cutters' Union, who find a porter is not a Union man and he needs to lay off because he is of the opinion that it is wrong; so we have ten different sovereignties to deal with. And what kind of sovereignties—what thick-headed individuals!

Now, the second evil of our Trades Unionism is the absolute rule of the majority of those present at a meeting. We all know how meetings are managed, and we know and we must confess that under our present system which Mr. Francis wants to follow even in regard to the employers—the club system—we all know that the decision of the majority in a meeting present is binding on all those who are absent Union men—on all those who are not Union men, and what is the main thing, is binding on us. The result of this contest is that not the intelligence of the workers rules business, but the politicians, whatever they are. It is not necessary to characterize them—they all have one good intention. Each one wants to do the best he can for his own Union, and in our struggles we have always found that they have always done the best for their Union but they have forgotten the best for the trade.

Now, what do I propose to do against all these things? That spirit that dictated these articles that you are printing is not my spirit. It is the sentiment of the expression of men who have worked throughout the trade. The first thing that I aspired to when I entered into this connection with the League was to under all circumstances get into contractual relations with you Unions. There was the social point; our spirits would meet. I learned a good deal from that young man who looks at me now—I learned your character and I confess that I have far more confidence in the character of our American workingmen than, for example, in the character of the German workman. The American workmen I have found to be strict parliamentarians and always ready to preserve order and quiet in a discussion. For that reason I thought that an American would be far better able to build up an organization than the Germans have.

The contractual relation—that was according to my opinion the

first touch that I could get as an employer—that all employers who want to be Union men could go with the Union men. In two years we succeeded in having contractual relations first with the feeders, then with the pressmen and then with No. 6.

Now, after that was done I thought to myself, now, we must break the rule of the club and we must create a new authority over all Unions in which we, also Union men, have a voice. I wanted those different Unions to elect, not in the common way, but by primary election, a district joint commission consisting of an equal number of employers of all branches of the trade and of workmen. It was my hope that this commission, having a field for itself, and really with due respect to Chicago, an important field—New York and environments—they should take in hand the common interests, those that all of us have as men and as printers and as citizens of the United States. It was to be the beginning of a certain representative government as our Washington government is supposed to be a representative government. I hoped in the main, that this district commission would at first supplement our silly law. I was of the opinion that the ten cents out of which you, my workmen, are cheated without my knowledge, are as important as the ten dollars out of which I am cheated. I know that the law leaves you in the lurch. I wanted this commission to form the Trade Court; but I didn't want it to be appointed by the Chair. No; I thought by myself that the Americans will be ruled only by such laws as they make themselves and will submit only to authorities which they themselves create. For that reason I wanted this district commission to call upon all Unions in New York to elect judges who should sit and listen to the complaints of any one of you which you have against employers. That would at once do away, first, with the real shortcomings of our civil law and institutions, and secondly, with the great evil of the trade. It would insure us peace.

I don't mean to say that by such a means we could make saints of all of you. We have had laws passed against theft and murder, etc. I want to inspire my fellow workmen in my place, no matter what your foreman does, you go to this Trades Court of your own creation, formed of men whom you trust and you know, and tell them what happens and they will give you justice. It would do away with the star chamber justice to which they are bound now in England, and which is a terrible thing.

Now, in regard to the state of competition I want to propose this Court of Honor. Competition in itself is a good thing. It raises human beings over and above the laziness and inertness of their nature. It should exist; but the abuse of competition is a terrible thing. It is a thing that ruins you and me and it is a thing that will negative

the best of the efforts of your best Trades Union. I am of the opinion that the attempts that were made by the Typothetæ and other places to get up general price lists according to which we should charge is against the spirit of our age. It is an attempt to make trusts of our business. I am of the opinion that our liberty to make contracts wherever we are and wherever we go as best we can should be the sacred heritage of centuries of struggle in the business world and that we should not throw it away quickly.

I want that printer in the basement in Avenue A to have his way, and I don't want to make rules to govern his business; and experience has shown that all attempts to imitate the trusts in the way of getting better prices have failed and will fail forever because the spirit of justness pervades our whole people. We are in the hands of the trusts; all the spirit of our people is against the trusts, and it will be successful some day. We want the liberty of the individual to make contracts wherever they can.

Now, to get at the abuse of competition. What do I mean? Everyone of you in every community knows a certain number of men who abuse the liberty which they have at the cost of their neighbors. So there have been in every commonwealth people who can't stand the liberty which our country has granted to all of us, and we have laws for them to go by. If I were to have anything to say I would provide the old code of ethics in which Mr. Little had his voice, and we would provide a thing on which every code of ethics is based—even the Christian ethics—a power to say "Thou shalt." We want to be able to find out the transgressor and to overawe him. For that reason I want No. 6 and No. 53 to be on our side. Mr. Francis and I can do nothing against the transgressor, against the marauders of competition who kill our trade; but with Union No. 6 and with Union No. 53 we may be able to give a certain force to what all of us deem proper. Mr. Little, is there anything more beautiful than the code of ethics that you propagated twenty-five years ago? Would our business have any complaint if we could enforce it? It would not.

These opinions I have been endeavoring to make the printers of the United States understand, and again I thank the representative of the "Inland Printer" for having so much patience with me, and I shall continue to do so until I die.

To sum up I repeat that the League binding itself to conciliation and arbitration will not have a very long life; but the leader, following the example of the great trusts, the Trades Unions of England, introducing the representative form of government, the representative form of existence, and the leader not favoring any trustism either of labor

or of capitalism among themselves—that may live. I think that is about all I can say. (Applause.)

THE CHAIRMAN: We are very pleased to have listened to Mr. Cherouny. There is only one objection I had to his speech and that is where he spoke of myself as an individual on leading this organization to a certain end. I would like to say this one thing; that as President of this organization I am its servant. In so far as my own opinion is concerned I have the right of any one man in the organization and only that right. That I shall always freely express and expect to be given the same consideration as I certainly should give to anybody else. But there is only one object that I have in view and I will say that in following that object I have endeavored, so far as I could find out, to follow the study of Mr. Cherouny and to give the best favorable consideration that I could in every direction. I thank him for his speech this morning and believe that there is a better understanding between him and myself at the close of his speech than there has been ever before. It was a very good speech and he expressed himself more clearly than I have ever known him to speak. I think I know something of what his aim is now; and with his long experience and great study we would like to defer as far as possible, everything that we can to the experience that he has had. There is just a few minutes left before luncheon—I guess we can take a half hour—and I would like to ask Mr. Little, in the regular order, to speak to the subject—the economic importance of the Printers' League movement. (Applause.)

MR. JOSEPH J. LITTLE: Mr. President and Gentlemen of the Convention: The topic, "The Economic Importance of the Printers' League Movement," that has been assigned to me for discussion, is not of my own choosing, and I may as well confess at the outset that had I realized how difficult a question this was to speak to and how many different views may honestly be held regarding it, I should have hesitated about accepting the task, for it is perhaps the most important question that can come before us for consideration—for we are business men, and the Printers' League is supposed to be based upon purely business principles.

It is my opinion that the founders of the Printers' League did not originally have the financial question as much in mind as they did the simple question of industrial peace, yet the form in which the topic is placed before us presupposes that there is an economic principle

involved, and that such principle is of importance. I must also admit to you that although at first I was skeptical upon this point, I am now convinced not only that there is an economic question involved in this movement, but that it is the most important question pending before the printers of the country to-day. The basic principles of the Printers' League are not new—they have involved the best thought of the human race from the earliest times of recorded history, and frankly stated, simply mean that the members of the Printers' League have united in an effort for peace with their employees, hoping thereby not only to obtain peace, but prosperity as well for both themselves and their associates in the work rooms. The "big stick," or, in other phrase, force as formerly represented by Lords and Barons with their retainers, and later by armies and navies, have from the time when Cain slew Abel governed the world. It was Sir Walter Scott who wrote that great truth that no King or Emperor could trace his lineage further back than to that of a successful soldier.

It is true that the Church has endeavored to teach the philosophy of brotherly love and consideration, but even the Church has not hesitated to use the "big stick" as represented by Government, backed by armies and navies, to enforce its precepts—so the Church and State for centuries have, in many instances, gone hand in hand, each supporting the other and each constituting a privileged class. Both, as a matter of fact, being supported by the working or producing class, as all wealth is produced from the earth or from the water under the earth, by labor.

Not long since, the head of a large printing establishment, a member of the United Typothetæ of America, a gentleman whom it was always a pleasure to meet, and who worked in harmony with me when I was Chairman of the Executive Committee of that organization, said to me that he failed to understand how I could be a member of the Printers' League, which he understood to be an organization entirely subservient to Trade Unions, when he remembered the splendid work that I formerly did in the Typothetæ, in opposition to the tyranny of Trade Unions.

I replied to him that either he misunderstood the mission of the Printers' League, or its founders had indeed made a grievous mistake. That it was true that the Printers' League had made contracts with Typographical Union No. 6; with the Pressmen's Union and with the Pressfeeders' Union, to employ their members and their members only, in the various departments of the establishments of its members, provided these Unions could, at all times, supply a full complement of competent workmen for these departments. In consideration of this, each of these Unions had given a written pledge that no matter what grievances were

supposed to exist in an establishment belonging to a member of the Printers' League, no strike would be called therein until the supposed grievance or grievances should be submitted in writing through the proper channel to the Printers' League; a reasonable time given for investigation, a hearing before a joint committee of an equal number of members of the Printers' League and of the aggrieved Union, and then it was further agreed that the findings of a majority of this joint committee, composed of an equal number of employees and employers, should be finally accepted. If such joint committee were unable to reach a conclusion, then it was agreed that the involved question or questions should be submitted to an arbitrator or arbitrators chosen in the usual manner, and each organization pledges its members to abide by such decision.

Not only this, but any member of the Printers' League having a grievance against one of his workmen about spoiled work caused by incompetence or carelessness, or, in fact, for any cause, could refer the question to the Printers' League and it would be taken up by the proper officers of the League and the particular Union of which the workman was a member, for adjustment. Already such questions had been satisfactorily adjusted. He was somewhat surprised at this statement, and admitted that such an agreement was of considerable importance. He agreed that General Sherman was right when he said that "War was Hell." He agreed that a strike was war, but he asked, "How do you know that the Unions will keep their agreements?" I replied that I did not know. I knew that so far they have, and we have had a number of tests. I know that "war is hell" for the strikers as well as for the strikees. I know that more than once Master Printers have sat together in conference and made solemn agreements as to a certain course of action regarding certain matters under consideration, and I know that frequently some of these Master Printers have at once left the conference and so quickly have they violated the agreements there made that it might appear that such agreement was made for no other purpose than to take an unfair advantage of their associates.

Let me say here that I have not found that human nature varies very greatly, whether it be in the counting room or in the factory. We should one and all seek and endeavor to establish a higher ideal of ethics than at present prevails by eliminating from our organizations, be they what they may, and also even from our daily intercourse, men whom we find to be so unreliable.

It has been publicly stated that the strike of the United Typothetæ against the Unions, of several years ago, and which is still, I believe, continued on paper, has cost in money several millions of dollars, to say nothing of the anxiety and extra care which said strike necessarily

involved upon both sides in that miserable controversy. There has been no strike in the establishment of any member of the Printers' League since its formation—who can say that even that one feature of the Printers' League is not of economic importance? Our American saint, the great Benjamin Franklin, said “that a dollar saved was equal to \$2 earned.” If, then, the Printers' League saves millions by preventing strikes, each may do his own figuring as to its value as an economic factor.

What all workmen seek, and, in fact, what every civilized human being seeks, and very properly so, is an improvement of their condition. Many a poor man is more interested in this for the sake of his children than for himself—thus we see parents not only working very industriously, but also taking pleasure in depriving themselves not only of luxuries, but what many consider almost necessary comforts, in the hope of being able to give to their children the advantages of an education, which they themselves have been deprived of, hoping thereby to improve not only the mental but the physical conditions of their children and their children's children for many generations following them. Usually these men are good citizens, however ignorant or deficient they may be of book learning, and their children, being favored by such wonderful parentage, become our most desirable and able citizens.

If we study the progress of the world's advance in civilization, we will discover that it has advanced by slow steps, and principally through the patient suffering of devoted parents and the patriotic effort of those who have been willing to suffer for the benefit of those who were to come after them.

None who has watched for many years the progress of Trade Unions may question the sincerity of the majority of its votaries. The suffering and privations entailed have been patiently, if not cheerfully endured, not only by the members of Trade Unions, but by their families. They have been jealous of what they considered their vested rights—that is, to work or to starve, as they pleased, and in this, perhaps, they have followed the examples of the Puritans, who left home, country and friends for religious freedom, and when that was secured for themselves, resolutely denied the same privilege to others. Who can analyze all of the apparent contradictions and idiosyncrasies of the human mind.

None can deny that Trade Unions have done much for the betterment of some classes of working people. Perhaps the same and even better results could have been attained by different methods, but the Unions have undoubtedly used the only methods that they thought were available. Hitherto there has been no Printers' League.

The Typothetæ has also used the only available means that

appeared to its members to be feasible—force against force—again the “big stick.” In the early history of this country the white man generally believed that the only proper or possible way to treat with the Indians was with the shotgun. Yet William Penn showed the world that a better and more economic way was not to treat with the shotgun, but with kindness and the open hand. Is there not an important lesson to be learned from that example?

It must not be supposed from what I have said that the members of the Printers’ League look upon the Trade Union organizations as perfect organizations, or even approaching perfection. Many of their regulations are most objectionable—we may even say that some of them are atrocious, tending not only to unnecessarily interfere with the economic administration of manufacturing business, and thereby injuring themselves as well as their employers, but to degrade that spirit of manhood that should be the heritage of every American free-man, whether native or foreign-born.

We do not hesitate to proclaim that no law abiding citizen should be compelled to ask permission from another to work to support his family, or be compelled to pay tribute to another for such privilege, whether that other be an individual or a combination of individuals. Nearly 50 years ago these United States witnessed the greatest tragedy of modern times, wherein nearly a million lives of the best representative and highest type of American manhood were sacrificed on the altar of liberty. Slavery was declared to be forever abolished, wherever Old Glory, the beautiful Stars and Stripes, constituting the flag of our country should float. Is it so? Alas, no; and we regret to say that, instead of the crack of the slave driver’s whip, there may now too often be heard the sound of the bludgeon or the crack of the pistol, striking down to death or deterring through fear, many an honest citizen from honorable labor, although that labor may be necessary for the support of a sick or starving member of his family.

We do not uphold this or attempt to offer the least excuse for it, but in all seriousness we ask our sister organizations that refuse to even confer with Union organizations if their course tends to in any way lessen this crying evil.

For many years I was active in the councils of the Typothetæ, and I need not say to you that that organization did not bring peace to its members. This new effort may not be more successful. We cannot expect it all at once. Our workmen must have time to be convinced of our sincerity in this movement. By getting together, however, we are able to enlighten them upon many points that they cannot be expected to be fully informed upon in any other manner. Both sides must be willing to yield something for peace and good

will. For one I am in favor of giving the Printers' League movement a fair trial. So far I am free to say that I believe it to have been at least a partial success. It has been an economic movement so far as it has gone. Public opinion is a great factor in directing affairs under our form of government. Public opinion, I am confident, approves this effort to let peaceful consultation supplant the old methods of force against force.

It is, perhaps, useless to discuss the past—let the past bury the past. Certain of the Trade Unions, whose members we employ, have shown their willingness to try the suggested method, and I am glad to say that upon the part of the employers many have already joined the League—others will shortly do so.

Printing is recognized not only as an art but the art of arts. It can only successfully be carried forward by educated and intelligent people. There surely should be sufficient intelligence among its votaries to adopt methods to satisfactorily adjust the rights and privileges of all concerned, whether it be the employer or the employee. The members of the Printers' League extend a welcome to all who have hitherto tried the principle of force to join and now try the principle of peace. If we fail in our laudable efforts for peace, we can again call in the police. But we do not expect to fail. This is the 20th Century—it has opened auspiciously. We have begun to navigate the air, and have discovered the North Pole. A century ago we could scarcely navigate the water by power. We are even at the present time celebrating the one hundredth anniversary of the event of first navigating the Hudson River by power. One hundred years ago it required three days to go to Albany by power—then considered a wonderful achievement, yet recently one of our ocean greyhounds crossed the Atlantic Ocean in about four days. The world does advance—shall we advance with it?

Economy in its broadest sense, you will find, if you consult our modern dictionaries, is not confined simply to the question of a saving of a few dollars, but embraces a much broader and, in reality, more important question. Permit me to quote from the Standard Dictionary—"Economics, regarded by earlier writers on the subject, particularly by English economists, simply as the science of material wealth, is now coming to be looked upon as the science of man's temporal well-being in the widest sense. It may be divided into three great branches: First, pure economics, the science of value or exchange, which concerns itself only with general principles, and has often been restricted to purely material considerations; second, social economics, which applies these principles to problems connected with the growth and well-being of organized society; and third, national economics, which studies

them from the point of view of the statesman, and treats of such questions as the tariff, taxation, currency and public education. Economics has also been divided, since the early days of the science, into parts treating respectively of production, distribution and consumption."

In view of such a statement regarding economics, may we not consider for a moment what have been the rewards or hopes as recorded in history for the use of the "big stick"?

If you will read in the fourth chapter of Genesis, you will find the condemnation of Cain for using the "big stick" to be, "When thou tillest the ground it shall not henceforth yield unto thee her strength; a fugitive and a vagabond shalt thou be on the earth." That is the condemnation for the first recorded use of the "big stick."

If we revert to the latest example, we find he who was the most honored of a free people is self-condemned to roam the wilds of African jungles for the sole purpose of shedding blood. While it is recorded in the book of books that the Great Teacher said, "Blessed are the peacemakers."

In considering the Printers' League from a purely economic standpoint, we may dismiss all sympathy and sentiment. We may forget that the majority of its members have graduated from the workroom and that, no doubt, many of our present employees are, or should be, looking forward to the time when they may also be employers. We may ignore the fact that there is a moral obligation on our part, as there is also upon the side of our employees, to do all that can be done consistent with the environments of the printing interests for the benefit of each other, and consider nothing but the simple questions, which course is likely to be the most economic to ourselves—to stand our employees off as enemies and refuse to confer with their representatives, or to extend our hand and freely confer upon all questions of mutual interests.

May I add a word to the officers and the leaders of the Unions? The employers cannot make a success of this movement alone. They must have your cooperation. You must see to it that your members carry out such agreements as may be made in good faith, and if they do not, you must not fail to discipline them. They must not be permitted to embarrass establishments by demands or strikes on any theory that they are acting as individuals and not as members of their Unions. Good faith is the basis of the Printers' League organization, and let it be understood that all the sacrifices are not to be placed on the employers. Each party must bear its share of the burdens, as each is to receive the benefits.

If the positions were reversed, whom do you think you would serve

with the most energy? Your friend or your enemy—or let us modify this designation and say, your friend or a stranger. General Grant said, "Let us have peace"—I say, Let us all be friends.

Are the principles of the Printers' League, then, not worthy of a trial—not only a passive trial, but a persistent and conscientious trial? If so, let us at least push on with this effort. Those who do not believe it worthy of a trial of course will continue to ignore it.

The opportunity, however, is now presented to the printing interests of the whole country, and that includes employees as well as employers, to join hands in a laudable effort to promote industrial peace.

As for me, having put my hand to the plow, I do not intend to turn back until compelled to do so by practical proof that organized labor is yet in too crude a state to permit of cordial relations between employer and employee.

THE CHAIRMAN: Gentlemen, I would like to thank Mr. Little for this Convention for the very kind remarks that he has made. Mr. Little has had a great deal of experience along the line of economics and has handled them with a great deal of skill. I know that you have listened with a great deal of interest to what he has had to say. The only thing that I am sorry for is that every member or every person who sent in an application for a ticket did not hear that speech. We, however, expect to publish the whole proceedings of this Convention, and I know that it will be read with great interest by those who have not heard it. I would like to say now that we shall adjourn at this time for lunch in the hotel. I would like to call the attention of the members to the fact that this room is engaged after half-past five to-night, and I would like to have them come together promptly at half-past two, so that we may have two or three hours together in the further study of the question now before us. Another organization has this room after half-past five, and, therefore, we necessarily have to adjourn.

MR. LITTLE: Mr. President, may I ask that the members of the Executive Committee of the Printers' League meet here for a moment before we adjourn?

The Chairman requested the members of the Executive Committee to meet Mr. Little and declared the meeting adjourned until 2.30 p. m.

Meeting called to order.

THE CHAIRMAN: Gentlemen, the next order of business is to hear from our old friend—one who has been with us through this Printers' League for nearly the whole of the time—I think, all of it pretty well—our Recording Secretary, Mr. Van Wart. Mr. Van Wart, at one of our dinners, made one of the best talks that I have ever heard. It was, to my mind, very interesting. He gave us a good talk which had sound sense in it and at the same time a good deal of humor in it. I have pleasure in introducing to you Mr. Van Wart. (Applause.)

MR. VAN WART: I want to say that I thank our worthy President for this introduction; but I don't know whether I can measure up to your expectations after such an introduction or not. You have given me a great subject—a very big subject, and I feel my own inability to deal properly with such a vast problem as that of the Apprenticeship question; but I will do the best I can and leave the rest with you. My subject assigned to me was "The League and the Apprenticeship question. Abuses and remedies. Making the apprentice a good mechanic." In the three years that the Printers' League has been in existence in New York, it has directed its attention mainly to the outbreacking manifestations of the disorders and diseases from which the body typographic is suffering. That is, the bad blood which shows itself in disagreements, strikes, and lockouts, has been handled by firmness and coolness, and the sluggishness shown by incompetence, indifference, and restriction of output on the part of some of the men and ignorance of fundamental business principles on the part of some of the employers has been first recognized, is now being agitated, and will probably in time be expelled.

When we come to the question of apprentices, however, we hark back to the cause and beginning of the conditions as they now exist, and let us hope, with the earnest desire to begin aright and to create anew. We want a race of printers of better blood and higher spirit. As we cannot transmit qualities that *we* do not possess, therefore, let us not be too hard on the men, and especially the young men in our employ to-day, nor bewail the lack of competent help in our establishments. As I have said on a former occasion, let us *honestly* ask ourselves if the trouble is not largely with us. A student of heredity has said, "If you would improve a man, begin with his grandfather." If we would improve the new generation of workmen, let us begin with ourselves.

Recognizing these facts in part, the League has made some

progress in improving the condition of the apprentice. They have, by their agreements with the Unions, made it easier for feeders to become pressmen. They have a committee to act with a committee from Typographical Union No. 6 to formulate apprenticeship laws. They have submitted for consideration and approval of the Printing Trade at large and the National League, when formed, a very complete sketch of the methods in use in Germany, which have been found so very successful. The Germans have tried out the principles involved, and if we are wise we will profit by their experience, and follow their plans. Let me quote a part of the plan:

The Apprentice Schools of the German Printers' League.

The German people cling tenaciously to the old apprenticeship system in the workshops. The youngsters are to know life's business in full, and the German trade schools do not supplant, but they supplement the training of the workshops.

The German trade schools do not depend on private enterprise. They are official institutions ranking with the common schools. Wherever there is industry, there are schools adapted to the wants of the trades domiciled there and then. Every boy engaged in industry in any hamlet or large city must take lessons. The common school buildings are opened for this purpose, and every teacher must take his class. The trade associations of the district supervise the course of lessons, insist on regular attendance, and provide for the instruction in the theory of their trades. Employers are fined if they prevent their boys from attending school. In truth, the German trade school is the popular evening school with this difference, that in America the boys meet at school by districts, while in Germany they meet by trades.

The Berlin Printers' Trade School is located in the Common School building No. 130 Neiderwall Street, and on Tuesday and Friday evenings 740 apprentices meet there, in 19 classes with 23 teachers; 13 of these are for compositors, 6 for pressmen. The city furnishes the building, light, heat and school utensils, the boys or their parents pay about six-tenths; the Printers' League and the city about four-tenths of the cash expenses. The compositors learn the German, French, English, Latin and Greek languages, with a view fluently to read all kinds of manuscript. Bookkeeping, arithmetic and drawing is taught in relation to the printing business. Printed jobs are pinned on the blackboard and are analyzed and criticised; copy of advertisements sketched, etc.

Besides this, there is tuition in pure mechanics, natural philosophy, esthetics, as well as instruction in the relation of these sciences to the printing trades.

This author says further, after describing the trade schools for teaching the advanced pupils or apprentices: In learning of the history of these model trade schools, I find my idea confirmed, that such schools can only then prosper when organized employers and employees in one body take care of their apprentices. Strikes of a large extent have always brought the German schools to the verge of ruin. In New York it would be impossible to get the assistance of the School Board if the schools were only employers' expedients to quickly increase the number of non-union workingmen. But the authorities would hardly refuse a demand for school rooms if made by the Printers' League as a body of *employers*, and by Typographical Union No. 6, No. 51, *et al.* representing the *workmen*, a joint body united for one *great social purpose*.

A great many copies of our first pamphlet written by Mr. Henry W. Cherouny, the father of the League in this country, have been sent throughout the United States. I am afraid that they have been read more carefully by our workmen than by ourselves—and evidences that the plans set forth therein have already begun to take hold of us in America is found in the fact that at the last National Conventions of the Compositors and the Pressmen they gave much attention to the subject of increased efficiency of their members and particularly to securing for apprentices an opportunity to *perfect* their knowledge of the trade. *We* would do well to take a deeper interest as employers and superintendents.

As to abuses, is it not an abuse to take boys into our office without providing for their instruction by some competent person? Many an apprentice is to-day wasting his time setting up reprint job work, because his foreman will not take pains to instruct him, and there is no good reason why the journeymen should do so. Many of these apprentices become discouraged and finally drift into other occupations, having wasted valuable years of their lives in a vain effort.

Are we not to blame for the mental death of thousands of press feeders who slavishly feed, feed, feed all day long; nothing to stimulate their minds or excite any interest in their work; their heads up near the ceiling where they get only the bad air of the work rooms? Is it not wrong to keep men on such work year after year if there is any way to do such work by machinery? I know that *some* feeding must still be done by hand.

I would give every capable boy or man now engaged in feeding a press, a better chance to become a pressman by equipping the presses with automatic feeders wherever possible to use them, and then have *a pressman for every press*. Let this pressman do everything needful for the operation of his machine, viz., making ready, putting up paper, caring for rollers, oiling up, etc.

There would then be no division of responsibility. Each man would be held to account for the care and output of his press. He would then take his proper place as a workman. He would manage his own work, and could quickly prove his ability by the quality and quantity of the product of his press.

Too often apprentices are looked upon by employers as a means of getting extra hands at less than the scale. If you are a wise buyer of machinery you want always the best and most efficient and up-to-date you can get. Why not apply the same rule to our men; select only the best material and develop and train such in the shortest possible time into good workmen, at journeymen's wages. This leads me to the last division of my subject.

"Making the Apprentice a Good Mechanic."

One of the most popular methods recently adopted in this country is the correspondence course conducted by the "Inland Printer." This I believe to be good so far as it goes. I think, however, that a better way is to train up the young apprentice in the shop, where he can *learn by doing*.

One plan that is now being followed in a Western city in teaching other trades is where learners are instructed first in their theory and then in the practice of the work. Boys work in pairs or groups, taking up theory for two weeks, and they spend two weeks of shop practice, doing the work about which they have studied. While one group is studying the theory, the other is working out the theory in practice. Some of the foregoing, or a combination of these plans, ought to be put into practice by the League.

Referring again to German methods, there will shortly be published in the "Inland Printer" some most excellent ideas on this line. In that country, a man may not engage in the printing trade or other trade unless he has in his employ those who are masters in the sense that they have mastered the details of their trade and are competent to instruct others. The Master Printers must pass an examination by a Board of Government Experts made up of three members, one of whom must have served his time as a compositor, another must have served as a pressman, and the third must have such mercantile knowledge as is necessary to carry on business. In a word, no employer can engage apprentices without keeping in his shop a mechanic holding the official degree of Master, be it "master printer," "master mason," "master plumber," etc.

The Government looks upon this master, and not upon the plant owner as the responsible person to instruct the boy in the "mysteries of the craft," as our forefathers used to say. It is also his official duty to see that the firm gives the boys the time to attend the Trade

Schools of the district until they are ready for the journeyman's examination. Of course, this has raised a great cry from those who have thought of apprentices as individuals good only to handle brooms, etc.

Truly, the Germans know how to strike at the heart of evils, and they do it good and hard. This law went into effect on October 1, 1908, and about the same time a law was passed in New York State providing for General Industrial and Trade Schools, and such schools are now being established. I do not believe that anything can stop the teaching of the elements of industrial pursuits in connection with the common school work. I do not know that it would be desirable to do so, but it behooves the employing printers of this country to take active part in the establishment and conducting of proper *advanced* trade schools, working in *conjunction with our Trade Unions*. We should cease to contend with them on narrow questions, and by all means in our power raise the standard of the trade. We should be leaders in this movement. We ought not to let the State schools be managed by pedagogues *only* or dominated by *political* or *Trade Union* influences *solely*. As employing printers, we should have representatives on the governing boards of any schools where printing is taught.

In conclusion, let me say that this subject is so broad and my experience is so limited, that I have been able only to touch upon a vast and extremely interesting and instructive field. On all sides I find that other trades and other interests are organizing very elaborate schools for teaching their future employees. There is a vast amount of literature bearing on this subject that may be had for the asking. There is so much to be said that I am afraid that my address may be compared to the full bottle that is so full that it cannot give forth its contents smoothly, but if anything that has been said will lead others to take up the study of the question for themselves, and result in speedy action, it will be a great source of gratification to the speaker.

I want to say further, gentlemen, that as printers of the present day we have come into a rich heritage. The whole history of the trade to which we can look back and upon which we can draw for our inspiration and our guidance in practice—it is a rich field, I say. Recently, in a communication from Mr. Theodore L. de Vinne, that noble Dean of the printing trade, when we were discussing a piece of work I found which was set up in his establishment fifty years ago, and in which I detected some promising signs of most excellent workmanship, but a style entirely out of date at the present time, he said, "I wonder what the printers of fifty or one hundred years hence will say of our work?" I think it is a pertinent question. Have we

not been giving too much attention to the dollar and cents side of it? Some have. Others are so thoroughly wrapped up in the artistic side that they fail to make a success commercially. But somewhere between those two extremes I believe is the place we should strive to occupy. This, I believe, is the beginning of a new era for the printing trade. I say, gentlemen, let us try to make our mark, so that those who come after us will revere our memory and will say we builded well. On all sides we see evidences of what has been done in other lines. Our forefathers planted some of the beautiful trees that we enjoy the shade of to-day; some of the splendid orchards have been planned and planted for us; we reap the fruit, we enjoy the benefits; let us be anxious to do something of the same sort for those who shall come after us and not do, as on the other hand many are doing—mortgaging the future away into the future, so that not only will coming generations be sorry for some of the things done in this day, but some of us are already suffering the penalty. Let us be guided more by the impulses of the heart, and if we do that we shall not go amiss. I thank you. (Applause.)

THE CHAIRMAN: Mr. Van Wart has hit the nail on the head in regard to the apprentice question, and one of the main items that he struck is one that has been in my mind for many years, and that is that the printer looks over a matter of this kind, says, "Yes"—I am alluding to the Printers' League now—"that is a pretty good thing; I would like to see it established"; but he doesn't move a hand to establish it. Another thing that you can see is that the unions take more interest in our business as a whole than we do ourselves. That is a pretty broad assertion, but it is true nevertheless. They take up those questions and study them out and they put them up to you because you won't study them yourself. Another thing that you can put down as a fact in New York City at the present time: Since the return from nine hours to eight there is a great scarcity of good pressmen in New York. I have found that out from experience myself, and I should be glad to have the feeders who are on the presses at the present time make good pressmen. We can make good feeders pretty quickly, but good pressmen are scarce and we need them. A good pressman can make or mar a job. He is the man that either spoils or makes the work that is produced by the compositor, and if it is not well executed the boss suffers, and if the boss suffers the employees suffer too. I think Mr. Van Wart's remarks

are very admirable and something that we should take cognizance of and get more in touch with our own business.

Here is a letter from Cleveland just received: D. W. GREGORY, Sec'y, etc., DEAR SIR: Your favor was received enclosing a ticket to the Convention of the Printers' League of America, but I have delayed answering it as I had hoped to be there this week, but I find it will be impossible for me to be in New York before next week, and for that reason I will be unable to take in the Convention, which I very much regret, as I am a very good deal interested in the success of your organization and believe it is along the right line.

Very truly yours,

E. H. GARDINER,

Gardiner Printing Co. of Cleveland.

This is an instance of just the same thing. He is sorry he is not here; but that don't do the business.

I have had handed to me a letter of the same kind from Mr. Buck of Boston. There is another matter that I would like to call attention to that was spoken of to me during the recess, and that is the accomplishment of the League in regard to organizing outside. Boston has been organized; Providence has been organized; Chicago has been organized, as Mr. Prescott said with a reserve; Indianapolis was organized at the same time that I went west to the Pressmen's Convention. We have not heard very much from them, but I believe they are working. Mobile was organized. Some of the Western cities have been organized, but have not affiliated themselves with the League.

This is the extent of the League at the present time so far as I know.

I noticed that we had to skip one speaker owing to the fact that he is an extremely busy man, and he certainly has as much on his shoulders as any man that I know of; but he is a man who is enthusiastic on this subject, a man who can tell us a great deal, he is a good organizer and he has an establishment under him that any man might be proud of in the United States, and I know that you will be very glad to hear from him as he came into the room but a few minutes ago. I am sure he came here to say something to us that will interest

us very much. This comes from the bookbinders' side of the League. The gentleman that I allude to is Mr. John F. Oltrogge, President of the Bookbinders' League of America, affiliated with the Printers' League of America. He will talk to us on "Organized labor and publication work, spreading the League's doctrine to the bookbinders—its results," which I know that you will be glad to hear.

(VICE CHAIRMAN BERRY in the Chair.)

MR. JOHN F. OLTROGGE: Mr. Chairman, and Gentlemen of the Printers' League of America. The laudatory remarks made by Mr. Francis are true in one respect. I am a busy man. All others can be cut out. I left the office at 25 minutes to 3 and I am here. The work of the Printers' League impressed me when the 8-hour day claim was made by pressmen and the binders. Up to that time I had not taken a very large interest in it, and when the question of the 8-hour day was forced into the bindery it became necessary to find a means whereby we could advantageously and intelligently treat with organized labor. If we purpose doing business in New York City we must of necessity treat with organized labor, because it is in the large majority, it is organized, it is a fact and must be dealt with. Now the problem arose how best to deal with it. At a meeting that I attended in the Savoy Hotel, at which there was the only bindery body at that time extant in the city, I think they called this the Bookbinders' Association—a vote was taken to meet a committee of the Union. This was voted down, and then a resolution was passed saying that they wouldn't recognize or treat with the Unions. This put the large publishing houses, especially of periodicals, and the large printers and the large binders at a decided disadvantage, because in that very room at that time you might take and count them on less fingers than you have on both hands, and those houses employed more than 50% of all the bindery journeymen in New York City. And so it was at this stage that our old veteran in the trade, J. J. Little, came to the front and at the meeting in his office one evening after working hours, presided over by Mr. Walker, I think it was, ten binders were represented and they then and there decided that, first, they would deal with the Unions; second, they would endeavor by conciliation and arbitration to so deal with the Unions that they would be fair and just, and my experience has been, gentlemen, since the Bookbinders' League was organized and went into existence, that the business transacted between the Unions and the employers has been satisfactory in every instance, and I have yet to learn of one violation of a contract made by a Union after it was given. (Applause.)

I see present here the man who more than all others made it possible for this Union to come together. I allude to Mr. Glocking, President of the Bookbinders' Brotherhood. (Applause.)

It was his far-sightedness, his insistence on what was right for the employer being recognized as well as that which was right for the employee. He said, "Gentlemen, we are here to demand our rights and we will fight for them; but we are conservative, and we will not demand more than we are justly entitled to," and the Committee said, "We are willing to treat on that basis," and we did.

Now, the result of the bookbinders' organization was that we had a meeting and we adopted new shop practice and rules. Now, to the uninitiated that doesn't seem much, but to the initiated man, to the man that runs a big bindery and is confronted with this and that, it means a great deal. In your stamping room there is a limit. Five thousand was the limit; a man might do nine or ten, but that didn't count; he must not do more than five. The very first question we asked was, "How about the limit?" Although it was a hard pill for them to swallow, the limit was removed, and to-day there is no rule that limits your stamper or any man employed in the bindery to a limit. His capacity is the limit.

The question of apprentices came up. That has not been settled; but I can assure you it is going to be. Among the multitude of questions that have come up during the year there has not been one question in which we had to call upon arbitration, and there has not been any question in which bitter and angry words have been used, and to-day the men at the bench in the bindery are better satisfied than ever they were, because they feel that behind them is the Bookbinders' League allied with the Printers' League, and are sure that they are going to get a square deal. At the organization of the Bookbinders' League, after a year of its organization, experience developed the fact that we lacked in one thing. If I, as an employer, took a complaint to a local union I was met with this reply: "That isn't a local affair; that has gone to the Allied Trades and it is under their jurisdiction." This fact was brought to our notice more than once in a very pointed manner, and while they were perfectly right in it and could show documentary evidence of it, we lacked the co-ordinate branch of amalgamation whereby we would be in a position to meet the Allied Trades Unions. It was at this stage that the Presidents of the three Leagues got together and it was decided that the best thing to do would be to amalgamate the three Leagues into one, each League still maintaining its individuality, so that the Bookbinders' League can still treat with the local Bookbinders' League, the

pressmen can still treat with their Union and the electrotypers; but when the question comes up that the Allied Trades Union has jurisdiction over us, we are now in a position where the Allied Trades, amalgamated as it is, can meet those Allied Trades' Union and fight it out there. That has been a very great advantage, and beyond all that it has had a large influence on the Allied Trades' Council.

In the bindery over which I preside, and which is under my personal supervision, we employ upward of 600, and I unhesitatingly state that since the Bookbinders' League has been in existence the number of complaints has fallen to zero, the employees wear a pleasant smile, each man is satisfied; and when a question does come up, an organizer comes up and we talk over in the office, it is settled, the decision is accepted by both employer and employee and lived up to in the full spirit and letter.

Now, if we had gained nothing more than this, we have gained a great deal; because every man in this audience here who is an employer or employee knows that there has always been, even after a settlement of the question—there has always been dissatisfaction on both sides, each side thinking the other side had the advantage of it.

Now, the League has removed that feeling. Why? Because the Unions are a component part of the League. While it is true they do not attend the meetings and take part in the deliberations, they have a right—the union has the right to participate in a debate that affects their interests. For instance, if we want to change the rules in the pressroom or in the composing room or in the bindery or in the foundry, it is a part of our business as the League to notify the representatives of the Unions that we are going to discuss that question, and they have a right to be at that meeting and discuss it with us. That is fair dealing. That has not been the custom hitherto. Another thing we can do is this: You all, as employers, know that many times you have gone up to a man and said, "I want you to do so and so." "Well, we can't do that, we have a rule against that." "I never knew anything about it." "Well, at the last meeting we adopted such a rule." Over night your rules are changed. That has been changed. No rule that is a standing rule can be changed without the League is first notified of the change, and we have the same right to participate in the discussion of that change of that rule as we give to them. I will say that the printing business in New York has been accelerated since the organization of this League, and the amalgamation, and the League has a much stronger hold on the trade. I don't believe that any of us yet fully realize the heroic work

of our President, Mr. Francis. I know that he has been at it night and day (Applause), and I only wish that I was so constituted that I could give him more aid. He needs it. I know that Mr. Francis has gone down deep in his pocket and paid his own expenses from here to Omaha. Now, a man who will do that must love the cause. That leads me to say that I don't believe we yet appreciate the strength of this organization and this, its first Convention. The influence of this Convention will be far-reaching. Perhaps not immediately, but in time to come, as we meet from year to year, you will find that the influence of the amalgamated Leagues in New York City will have branches in every city of the State and that we will become a great power, and on the principle enunciated in our Constitution and By-Laws rests the problem of labor. I firmly believe in arbitration, conciliation, no strike, no lockout. (Applause.) I believe that as men we are determined that we shall live up to our principles. It takes a long time to engraft that into the brain of the man who has always been treated the other way; but maintain your principles, live them, study them, improve them, and the men at the bench become imbued with the fact that they are a component part of your business, that his business is your business, that his injury is your injury, and when they believe that they will stand by you with hooks of steel—you cannot take them away. (Applause.) This impression I got when I first spoke to Mr. Francis of what his ideas of the League were. We were traveling from one of the meetings of the League to Brooklyn. They impressed me so much that they have lived with me ever since. I firmly believe in them; and this, our first Convention, I say is the first firm step in the right direction; and let us go on and we will do for labor what labor never could do for itself—we will elevate it to the standard of American manhood. (Applause.)

THE CHAIRMAN: Mr. Oswald Maune, the first Chairman of the Executive Committee of the Printers' League of America, will speak on the Past Trials of the Employer, Unaffiliated, and Remedies possible under closer adherence to League Principles.

MR. MAUNE: Mr. Chairman and Gentlemen of the Convention, I should like to have treated this matter in a different vein; however, the thoughts that have been evolved in the condition of a brain storm you are welcome to if you have the patience to hear me out. Please bear in mind that I have never forgotten that I was once a journeyman; that I was once an apprentice, and before that a boy in a printing office. My associations have never left me, nor have I ever forgotten the spirit and temper of the men with whom I asso-

ciated. Right here I will say that the first two sentences of my address were uttered before this morning by Mr. Little. How he could have obtained those two sentences out of my address I don't know. (Laughter.) But I will repeat them. War is Hell! Let us have Peace! The authors of these two sentiments, it is unnecessary to state, are Generals Grant and Sherman, of undying fame, which were quoted all over the world after the termination of the Civil War. That greatest contest of modern times was fought on both sides in the name of Liberty and Principle.

Contests between Capital and Labor for supremacy are continuously waged with detrimental results to both sides. The owner of Capital wants the liberty to do with his money just what he pleases, employ those whom he selects and compensate according to his *ideas* of equity and justice. He is wrathful when confronted by demands from employees who have had the temerity to join forces with the labor movement and become members of a labor Union. He is irritated at the bare mention of the word "Union," and vehemently denounces, in the name of Liberty, the intrusion of any body of men seeking the employment by him of only members of organized labor. He claims the right in this "free" country not to recognize the Union and becomes the champion of all workmen who do not affiliate with the Union. He is in his own opinion generous when he offers to employ both Union and non-union workmen, but waxes furious when such concession on the part of the Union men is indignantly rejected. The consequence is War. Both sides are fighting for Principle. The Capitalist or employer feels aggrieved at the interference with his plans, and with a determination to make every sacrifice in the cause of Liberty and Principle, endeavors to enlist in his service all non-union workmen, and possibly succeeds temporarily—yes, temporarily, only temporarily.

The ordinary employer is not usually a philanthropist. In trade he is governed by one motive—to make as much money as he can and employ his labor at as low a rate as possible. He believes in the law of "supply and demand," and as it is out of his individual power to increase the demand for labor when it is low, he thinks no one should complain if he takes advantage of such a condition. It seldom occurs that the employer acknowledges to his workmen an unusual surplus of profit and voluntarily agrees to share a portion of that surplus with those who have assisted him in making it. That is nobody's business but his own.

Such is a dispassionate consideration of the employers' attitude. From his standpoint he may be right in some phases of the question, and may have cause to bitterly resent inordinate demands and unjustifiable interference. Influenced by what he considers his superior judg-

ment he may conclude, for the sake of principle, that he can pursue no other course than to hoist the "black flag" and fight to the bitter end. He regards labor Unions as his direct enemies. He is willing to spend his money lavishly and pay sometimes even more wages than ordinarily prevail, to accept incompetent non-union workmen—anything to enable him to triumph for his cause. He appeals to the police for protection of his property and to the courts to prevent intimidation. And so the war goes on with great financial loss, woeful injury to business and general discomfort, restlessness, and aggravation. If at last he gains success and carries on his business with non-union help, how long will he be secure in his entrenchments? Has the enemy been exterminated? Not by any means. And by-and-by there are defections in the ranks of the non-union supporters, and then there is another war—and another—and another. And so the struggle will be prolonged until both sides arrive at a proper, equitable and common sense understanding.

It is not my purpose to stand here as the apologist for the actions of all labor Unions. However well inclined, it would be an insuperable task to defend the aggressions, injustice and sometimes tyranny exercised in the cause of labor by certain labor Unions. But there is sometimes a reason for this state of affairs, which can be ascribed to either lack of education, on the part of Union members, undue influence of unscrupulous, vicious and godless labor leaders, or to the constant persecution, wrong-doing, greed, slave-holding tactics and conscienceless treatment by employers or their agents of free-born men compelled to earn their living by the sweat of their brow.

To-day we are discussing the "Past Trials of the Employer Unaffiliated"—the employing printer; and it is proper we should hear both sides.

I claim the employing printer has himself to blame for the "Crown of Thorns" he is wearing; he is responsible for the unenviable position he occupies of investing capital in modern machinery and printing material, meeting his payroll and expenses and doing business *pro bono publico*. He cannot make a profit and charge the rates obtainable seven or eight years ago. It will not be denied that a majority of the printers are doing this. Since that time the eight-hour day and a consequent advance in both composing room and press room have come into operation.

About five years since New York Typographical Union No. 6 gave to the employing printers—notably the only organization of employing printers at that time—twelve months' notice that an eight-hour day would be expected. The President of the International Typographical Union knocked at the door of the National Convention of Employing

Printers at Buffalo and earnestly requested to be heard in advocacy of the eight-hour day and avoid a conflict. The door was kept closed—"nothing to debate." I am convinced that if these gentlemen had submitted the matter to arbitration a compromise would have resulted of 8½ hours per day for a limited time. However, they rolled up their sleeves for a fight. It became a matter of life and death for the Typographical Unions, and to their honor be it said the latter stood shoulder to shoulder and ungrudgingly spent millions of dollars.

The Typographical Unions have been a slowly progressive and conservation organization. Forty years ago, some few years after the Civil War, the ordinary compositor received \$18 per week. To-day he receives \$21. Compare the cost of living to-day with that of even twenty years ago and acknowledge that his condition is not much improved, especially if he is unalterably opposed to race suicide.

Should not a good job compositor or stone hand be worth at least \$24 per week? He usually devotes his whole life to the work, and should be worth as much as a bricklayer. Why is the job compositor's scale \$21? Let the employing printer strike his breast and cry "*Mea culpa*."

The pressmen and press feeders, especially the latter, have been more aggressive and successful than the compositors. These two organizations controlled the situation and have no reason to thank the employing printers.

It must be remembered that no voluntary advance has ever been made in the printing trade by the employing printers. If these gentlemen possessed the loyalty of the Union members the majority would not to-day be in fear of advancing rates of six years ago. It is pitiful to learn that where work is plentiful employing printers are controlled by greed and fear, and bill at, near or below cost. It is lamentable to find them at war among themselves under the banner of competition.

We will all agree that "strikes" are to be deplored. Both sides suffer in consequence and rancor, prejudice, enmity supervene. The interests of employer and employee should be identical. The employer provides the money and invests it in his business, and is entitled to a fair day's work from the producer. The employee invests his life work in the business and is entitled to a fair day's wages—sufficient to enable him to properly support his family.

Why should the workingman be condemned for espousing the cause of the Union? To whom will he look for moral and material support in the betterment of his condition? Does it not appeal to you that these Union men are teaching us employers a lesson by their unswerving loyalty to each other, by their self-sacrifice? These men should be our friends, and we employers should be their friends.

How can mutual friendship be effected? Not by individual effort, but by concerted action. Study well the principles and purposes of the Printers' League. Join its ranks. It is not truculent to the Unions. It seeks harmony and peace and finds them. It settles disputes and differences on an equitable and honorable basis. It believes in and practices arbitration. It obtains justice and makes strikes impossible.

We believe in friendly relations with the different Unions in the printing and allied trades and take pleasure in responding to their invitation to address them in their meeting halls.

The establishment of harmonious relations with our employees is only one feature of our plan and scope. There are many reforms to institute for the benefit of employing printers, among which may be mentioned:

The handling, storage, care and supervision of paper which is furnished to the printer, free of charge. The portorage alone is said to be worth one-sixth to one-eighth cent per pound.

The obtainment of a special discount on paper sold to the printer. Storage and care of plates for an indefinite period free of charge. A certain allowance to the printer on all electrotype plates made from the printer's type where plates are billed direct to the printer's customer.

A different rate or special discount to the printer for all electrotypes ordered by the printer for his customer.

The same rule to apply to photo-engravers' productions.

Pamphlet and cloth binders to recognize the printer by a special discount.

A code of honor to be formulated regulating as far as possible competition between members of the League.

These and many other abuses of the printer's service can be corrected by a mutual understanding and concerted action. Is the printer's profit on the product of his presses so great that he can afford to pay out of that profit one-eighth of a cent a pound for conveying paper purchased by his customer from street to pressrooms, and in addition employ men to strip and pile the paper and clerical help to report shortages, defective sheets or any irregular conditions? Do his profits from presswork enable him to provide floor space (usually worth 50 cents a square foot) for the constant storage of truck loads of paper consigned to the printer for account of his customer direct from the mill? The paper dealer saves the cost of two cartages and storage, shaves in consequence the price of paper to the purchaser and expects the printer out of his immense (?) profits to provide *gratis* porter and clerical work and a thousand or more square feet of floor space. Is this equitable?

Is it just right that the printer can obtain no better price from the paper dealer, electrotyper, photo-engraver, pamphlet or book binder than any unaffiliated purchaser, be he manufacturer, show dealer, or groceryman? The completed product of the printer, with few exceptions, should belong to him just as much as the coat made by a tailor who invariably provides the material (cloth, buttons, lining, etc.) at a certain profit and adds the cost of manufacture.

These are interesting topics to consider. The trite quotation adapted by "Puck" on its first page, "What fools these mortals be," would be very appropriate for letter heads of most printers paraphrased "What fools we mortals are."

There is only one way to correct flagrant trade abuses, and that is by the earnest co-operation of those affected. The Printers' League stands for right, justice, equity between employer and employee. We are jealous of our rights and will maintain them. Discussion of grievances brings both sides together and we are bound to agree. A close adherence to League principles will relegate strikers to the North Pole and cement a lasting friendship and adamant agreement between the League and the Unions with whom we are in accord.

I feel sure I voice the sentiment of both sides when I express the sincere hope that the contracts between the Unions and the League will be renewed and that our pacific understanding will grow, and that contentment, harmony and prosperity to both sides will ensue. (Applause.)

(President Francis in the Chair.)

THE CHAIRMAN: We have heard to-day from our No. 3 Typographical Union member and our No. 1 Chairman of the Executive Committee of the Printers' League. I know you have appreciated his talk. I take the opportunity here of changing the program as prepared, just a little, in passing on. We have heard so far to-day nearly all from the employers' side; and at this time I feel that we should hear a little something on the other side—kind of mix it up a little, because it goes better that way. The gentleman whom I am about to introduce I have heard speak in his own Convention. He is a gentleman who has arisen from the ranks of the business to the important position of President of his organization and has shown very great executive ability to my knowledge. I take great pleasure in introducing to you Mr. Geo. L. Berry, President of the International Pressmen and Assistants' Union. (Applause.)

MR. BERRY: Mr. President and Guests. It is hardly necessary for me to say that I appreciate very much the opportunity which has been given me in speaking to the Printers' League at this, its first annual session. I always found it a pleasure to address the American Newspaper Publishers' Association because of the relations existing between that society and the organization that I have the honor to represent. I have always held the New York branch of the Printers' League in the same respect as the Publishers' Association, and now that you have convened here to establish a national society doubles the pleasure for me. The International Printing Pressmen and Assistants' Union has endorsed unanimously the policies of the Printers' League of America. That would be sufficient, I take it, for me to say before this convention. When a labor Union—an aggressive labor Union too—as the Printing Pressmen and Assistants' is, will unanimously endorse the policies of an employers' association I believe that that should be sufficient to show our sincerity in this proposition.

We are more anxious, however, to promote the policies of this League. We are anxious and waiting and ready to take up the burden of promoting and prosecuting to a successful conclusion the policies of the Printers' League of America throughout the North American continent. (Applause.)

We deeply appreciate our obligations; we deeply understand our obligations go further in the field of commercial life than the mere fact of establishing a fair wage scale or the reduction of our hours. We appreciate the fact that we, as a labor Union, have got to join with a policy which is going to have for its effect the promotion of the printing industry. We appreciate in the full that with the success in the industries will also be the success of our membership, and we know, as many of the speakers have acknowledged in their speeches to-day, that the only possible way to successfully advance the printing industry to its proper standard is through the untiring co-operation of the employee and the employer and all of the interests. There can be no one side of the printing industry successful in advancing it unless we all join together. I am of the opinion that there is no more opportune time for the different interests in this country to get together on a broad principle for the advancement of the industry than at this particular time. Many of you employers, and I am familiar with the fact, know that the industry to-day is not what it should be. Many of you appreciate the fact that the field of competition is very irregular. Many of you know that there are as many angles to the basis of competition in your own city or certainly in this country as there are colors to the rainbow; and it is due almost entirely to the different ways, the differ-

ent directions that the interests of this industry have been pulling for the past ten years. Get together, let's form a policy which will have for its effect the broadening of the educational policy and the broadening of an upward building policy, if you please, not a policy of degeneracy which has been the rule in the commercial industry in this country in the past five years. (Applause.) The labor Unions, I want to say to you—the International Printing Pressmen and Assistants' Union only want a fair, square share in the profits of the industry. I want to say to you that the policies of the International Pressmen and Assistants' Union are these: That we are willing to lay before an honest board of arbitration any contention that we may take up with the employers of this country.

As to the obligations of the Union and as to their permanency, there can be no question in my mind but that they can get together on a basis which will work out a plan whereby the employee will get a just compensation for his day's labor and the employer just compensation for the money that he advances in the printing industry. There are many employers of the country that are not getting a just compensation for the money that they have invested in the printing industry. True there are many employees that are not getting a just wage. As the previous speaker has just stated nobody can deny the fact that a good compositor is worth more than \$21 a week; but the reason he is not getting more than \$21 a week is due to the fact that the interests of the industry are pulling in different directions and has brought the printing industry to such a stage that the employer can't afford to pay him over \$21 a week and live himself. We are as deeply concerned in the promotion of the industry as you are, and therefore I say again that we are ready to put our shoulders to the wheel in assisting this League and in assisting every man who is interested in the printing industry to promote a policy of agitation and a policy of education and the promotion of the industry which we are all dependent upon for a livelihood. There can be no doubt in my mind as to the position of every international Union on this point. I am free to confess to you that every international organization is to-day ready to go to the bat ready to co-operate with you in the promotion of your policies, which is going to have the effect of building up instead of tearing down this great important printing industry in this country. (Applause.)

You want to bear this in mind: The printing industry is something more than a mere effort in the business for a livelihood, although in many sections of the country, and I dare say in your own city of New York, the printing industry is not considered just what it should be. Why? Because we haven't forced into it the business principles that

we should. Instead of having business men come to our offices and seeking the opportunity of securing work, we have got to go around as servants, if you please, and beg them for work. (Applause.) Adopt a policy, gentlemen, which will make the industry something that we will be proud of, and let's adopt a policy, if we do have to sidestep the trust regulations, to make our business worth the while and respectable at least. You can only do this through the co-operation of all in this business. You can only do this by a regulation of the cost of your output. You can't expect with a non-union condition in your city or any city to have a fair, equitable basis of competition. You have got to have a regulation of the cost of the labor that produces printing. You have got an approximate cost in raw materials; and the only thing that you have left to do is to force a comparatively, at least, uniform cost in the labor. The only way that you can successfully do this is through the Unions; because if there isn't a Union, if your city is disorganized from a labor point of view, you are going to have a variety in the cost of labor that produces your printing. With the Unions existing and the enforcement of the Union scale upon every employer in your city, it will mean that each of those employers can go into the field of competition and be assured of a square deal when he bids upon a piece of printing. If the Unions are disorganized—if there is no organization—that means that there is a variety of competition to the end that it would permit a malicious system of competition until finally the industry is degenerated to such a point that there is nothing in the business for the employer and the employee.

I have made a particular investigation of this phase of the situation. Not very long ago I went into one of the poorest organized sections of our business, into a city where there was practically no Union in any of the printing trades, and through an agent of mine I secured a bid which I should say should range at \$1,200—which I should say ought to bring to the employer who completed that work \$1,200, giving him a legitimate profit on the execution of the job. When I got the bids I found out that there was a variance of from four hundred to twenty-two hundred dollars on a job which should have brought \$1,200. What was the cause of that? Because the employers of the city were unorganized; because there was no Union; because there was no fair, equitable basis of competition due to the presence of the Union, and every employer thinking that he knew more than the other, or, having the advantage of the other, rushed out to get the job with the result that I have just given you. Now the man that bid \$400 couldn't have possibly turned out the job if the men were getting a \$17 wage scale and working eight hours. The only thing for him to cut when he secured the job was the labor instead of getting into a deep loss. If

the same job came out a year hence the other employer would want the work—or we will say that another job came up for competition. What would the man who lost the first job do? He would naturally try to cut the price in order to get the work. He can't cut the price of raw material because there is an approximate uniformity in the cost of that end of the business. What has he got to do then? He has either got to cut the wages or raise the hours; and that is the system that is generally followed in the non-union district to the end that after a while there is nothing in the business for the employer or the employee, and the printing industry has degenerated to such a stage that it is hardly worth the while to go along the street and claim to be in the printing business.

Now, gentlemen, the only way to improve this is to educate all angles of the business; is to insure a uniformity in the cost of labor; is to educate the employers as well as the employees. Every one of us is necessarily needful of education. The employers and the employees and the supply men alike are needful of education in this proposition. Let's get together then and formulate this policy and put our shoulders to the wheel in order that we may raise the competitive standard to such a degree that we will all get what we are deserving of—a fair compensation for the time and capital we give the business. You know there are many people who go into business on small capital and many men who go into the business with less intelligence. We have got to regulate against this, gentlemen. We have got to see to it, at least, that the supply brother makes them pay their bills. That is one way that we can assure a fair basis of competition.

I want to say, in an investigation out in San Francisco last January I found that there were about 100 small printers there who owed their supply men from thirty days to two years, and at the same time they were competing with men who paid their bills regularly every month. Now, that is decidedly unfair to the man who pays his bills. This can all be remedied through the educational process of this League. This can all be regulated through the pressure, if you please, that can be brought to bear on the supply people of this country to force the regular payments of the bills of those small, unintelligent men who go into the printing business and who do nothing more than to disregard the fair basis of competition to the end that there is nothing in it for anybody. This is one angle that should be given serious consideration.

In San Francisco we formed a society known as the Printing Federation. It has not got under way as we want it to, but we hope it will in the very near future. This Federation constitutes all of the interests of the printing industry—the employers, the employees and

the supply people. They meet regularly each month to discuss the different angles of the situation and to apply the remedies. They discuss as to whether the work is leaving the city of San Francisco, as to whether they can keep it there; they discuss the question as to whether Mr. Brown is paying his bills or not, and I think that is a just subject for the consideration of any employers' society.

Now gentlemen, we are with you on this proposition. You have naturally got to have a determined policy between the Unions and the employers in order to perfect this idea. You have got to have a definite plan reflected in a contract which will not permit of abrogation on the part of either one of the interests to the industry. I am free to say that the pressmen and assistants of this country are ready to extend into the commercial printing field the same arbitration plan that we have with the American Newspaper Publishers' Association. I am in a position to say that the International Pressmen and Assistants' Union stands ready to back up to the letter any contract that may be made with an employer or an employer's association. (Applause.) But bear in mind, there is one point to which you want to give deep thought and it is the point of making contracts. We have had contracts, gentlemen, with employers' associations which have not worked out successfully. We have had contracts that have been forced upon us against the natural desire of our International Unions. We have had contracts which have not met with the approval of our great membership, so the first essential point in the adoption of a plan by which we can work along together is to get the consent of all of the interests, as the policy of the League is at the present time, so that there may be a definite understanding between those who have got to gain and those who have got to lose by the terms of that contract. When you secure a contract with a labor Union of that character, as they all should be, then you can rest assured that there will be no abrogation in word or letter of any term of that contract as long as it is in existence. I only have to call your attention to one action of our organization recently in which they upheld a contract by going so far as to pay in cold hard cash the damage sustained by virtue of a violation of the contract. I believe this is the first instance where an international organization has paid money for damage sustained in a violation of an agreement. This occurred also in San Francisco; but it was under the American Newspaper Publishers' contract which we had with the publishers. The organizations out there, believing that they knew more than the international, believing that they were in the right of the proposition—or if they didn't believe they were in the right of the proposition they went ahead and did it—forced upon an employer a condition which was in violation of an award existing between the publishers and the Inter-

national Union. The publisher immediately appealed the case to the joint standing committee and we took it up and decided with the publisher and requested that the Union withdraw the number of men which had been forced upon the newspaper contrary to the award. The Union refused our proposition, and after going through its regular course by bringing it before our national Board of Directors and the national Board of Directors of the publishers, we finally succeeded in getting the Union to withdraw those men from the newspaper in question. Well now, the newspaper was satisfied because they had won; nevertheless, in the meantime there had been forced upon the publisher a damage to the extent of \$1,607 through the employment of those additional men contrary to the contract. Now what did we do? Did we wait for the publishers to come to us and beg us for \$1,607? Did he have to do so? Not at all. The International Printing Pressmen and Assistants' Union paid to the San Francisco Bulletin in cold hard cash \$1,607 for the damage sustained in violation of that arbitration award. (Applause.) If that isn't an illustration on the part of the Union designed to uphold a contract then I have no conception as to what we intend to do. Be sure that the contracts are right; be sure that it meets the approval of those that have got to lose or gain by it and then stake all you have got that the organization will uphold the contract to the bitter end. That is the position of the International Printing Pressmen and Assistants' Union in this matter. Bear in mind that you are going to have differences. We are going to have differences regardless of how stringent our contracts or arbitration policy may be; nevertheless, because we may have differences, because we may have violations of this term or that term of the contract from time to time it does not excuse us, as intelligent men, in the prosecution of the policy which we know will ultimately bring about the elimination of strikes and lockouts. We are not desirous of having strikes and certainly we are not desirous of being locked out. The only system that can prevent it is in arbitration system which will recognize the permanency of the employer and the employee and give to them just consideration and then throw into the balance the rest of the dispute of wages and shop practices, etc., and decide them by an honest Board of Arbitration instead of fighting and tearing down the industry as has been the condition for the past ten years. (Applause.)

Give us that policy and we are with you. We will assist you and aid you financially in the promotion of an educational plan which will bring about a better condition in the printing industry of this country, because, as I have said previously, we know that it is just as much to our interest that you make money, it is just as much to our interest that the industry advances as it is to your interest; and we are ready to put

the educational propaganda that you have drawn up by this Convention into the hands of our membership so that we can co-operate with the different Leagues which I hope will be formed in the near future as a result of this Convention.

Our organization has taken up the question of technical education and we are now considering the formation of a school with national headquarters in which we hope to raise the standard of efficiency of our men. We are also going to have a correspondence course to the end that those who may not be able to reach the school, which will be operated on a practical basis, can get some instruction as to how to improve their ability as pressmen and assistants. We are taking up the educational work, and we are willing, as I have said, to continue to co-operate with the National League of Printers as we have tried to co-operate with the League in the City of New York. There have been differences in your city, all of which I regret. I am quite sure that your President and your Executive Board will agree that there have been no differences in the City of New York which have occurred with my sanction, and I have certainly regretted anything that has occurred which has affected at all the standing of our Unions in the commercial business in this city. But we have got to expect them. We are going to try and eliminate them just as fast as we possibly can. We are going to try to eliminate them by education, by the agitation of the principles which this League stands for. The International Union, in conclusion, is with you in everything you take up so long as the principles are carried out as they are now in operation in the local League of the New York employing printers. So long as those principles are carried out by the national society you need not fear for the support that will be given you by the International Printing Pressmen and Assistants' Union. I thank you. (Applause.)

THE CHAIRMAN: It is to be regretted that the 330 who applied for tickets were not here to hear the excellent speech given by our Brother Berry. But those who are here can spread the good tidings and in speaking from this platform he need not think that he is merely speaking to the few here present. All the words of his speech will be put before our employing printers throughout the United States as especially our trade papers, will take great pleasure in printing all that soon as we can get them, and I know that our newspaper fraternity, may be said at this Convention; for there has been, by the trade papers especially, a movement towards this end. It is so much better, though, to hear the words spoken than it is to read them in cold type, and

therefore I regret that the 330 who applied for tickets were not every one of them here at this session.

We have heard now from the employees for one speaker, and I shall return again to the program and ask a veteran of the electrotypers' line to speak to us in accordance with the program: "Ends to Be Obtained by the Electrotyping and Stereotyping Trades Through the Spreading of the League Idea."—Mr. H. J. Home, President of the Electrotypers and Stereotypers' League, affiliated with the Printers' League of America. Mr. Home has a great deal of experience along this line and I take pleasure in introducing Mr. Home. (Applause.)

MR. H. J. HOME: Mr. Chairman and Gentlemen of the Convention: You will probably note the wording of the subject allotted to me, which is "Ends to Be Obtained by the Electrotypers and Stereotyping Trades Through the Spreading of the League Idea." The electrotyping and stereotyping trades are necessarily the small end of the amalgamated printing trade. They are few in numbers as compared with the bookbinders, the pressmen, the compositors; but although they are few in number they are not unimportant. It was Napoleon, probably, who said that the army was not in an efficient state if there were a button missing from a soldier's coat. The compositors, the pressmen, the employers of compositors and pressmen, the bookbinders and the employers of bookbinders if they alone are amalgamated in a League, they may work along the lines which have been talked of here, and in perfect harmony; but if there is one little cog slipped in the electrotyping League it will bring the whole mechanism to an immediate stop. It is, therefore, a very essential portion of the plan of formulating a League throughout the United States that every little portion of it should be included with the machine and so complete in every part that there will be no chance whatever for any slip up and that the ends desired may be consistently expected to operate in all smoothness. By those means alone can these Leagues become permanent and beneficent factors in not only the printing trades, but the industrial life of the United States.

We heard this morning from our revered member of the Printers' League, Mr. Cherouny, much of history. He has been a student of history—the history of trades organizations—and not alone did he touch upon their history in the United States, but he went to Germany, he went to England, with whose history, so far as trades are concerned, he seemed to be very familiar. Now the study of history in all trades matters, in every matter touching on history is a wide study; it is the only basis from which we may learn what has been in the past. He also

ought to tell us that as he reads each succeeding page of those histories he will have noted progress made. We are assembled here to-day, gentlemen of the Convention, to make history. I predict that probably there has never been a meeting that will be more beneficial, and probably not only to the printing trades of the United States, but to the trade in general of the United States than what this has been. It is the bringing together of what has always, in the past, been conflicting elements. You have heard, prior to Mr. Berry's speech, how in the old days capital and labor were considered to be impossible of any other condition except that of antagonism. The man with the capital refused to be dictated to; he was master of the situation. The employees who had formed the Union in some places where they had so much power that they could dictate to the employer probably used that power in such an arbitrary manner that they not only killed the industry and themselves, of course, with it, but probably blighted the locality in which it operated.

There is now presented to you for the first time in a concrete form an opportunity to bring those two powerful forces together as they should have been brought together had one of the parties been wisely advised, had their judgment been good long ago. There is no question at all in the minds of any one listening to me that the efficiency of Unions formed by the workingmen have been the first and great determining factor in the forms of similar Unions among the employers. The fact that they have to be in order to compensate the one with the other, the employer who simply said, "This is my way of doing my business; I have nothing to say to anybody else; you do my way or find somewhere else," and the Union that said, "We insist on this; we don't want to talk to you about it at all; we have the power and we are going to exert it." These days are past if we make something of this Convention. If we can see these two that have hitherto been considered as irresistible bodies striking against an immovable object and even with the impact the space between them is so padded with common sense that the one with the power does not say, "This is my way," but, "This is what I suggest and I will meet you just in this space before we *do* clinch and discuss the matter—see how much of it can be used to my advantage, how much of it to your advantage, and we will compromise if we cannot each of us get all that we want; and there will never be an occasion, as Brother Berry told you, that each will be able to get all each wants. Selfishness more or less, or personal interest, if you prefer a less harsh word than selfishness, is the basis not only of commercial life but of all life, all civilization also. It is the basis of the Constitution of the United States and every law placed upon the statute books—the good of the greatest number. How else are you to ascer-

tain what is best for the greatest number unless you find out what the greatest number want? No individual holds a brief to speak for his brother; let him speak for himself; let it be known in the best means possible what he himself wants; let us get at the aggregate of wants, the concensus of opinion as expressed by the majority and we will get the best for most of us in these United States. There is no other way. It is the way that our laws are applied in order to produce this.

The electrotypers—and I am afraid I am departing a little from the subject allotted to me—in this city and probably in other cities have been opposed by a solid organization of workingmen. The workingmen, the employees of the electrotypers and stereotypers have for a long time enjoyed a shorter day and a higher rate of wages than what other branches of the League have. To-day the employing electrotypers and stereotypers, I regret to say, so far as my own experience amongst them has gone, are less inclined to organize and take up trade subjects with their employees than any other branch of the printing trade. We have not yet succeeded in making a contract with the Unions. We have not failed, and to that extent it stands just where it originally came along. I do not despair; neither does any of those who have looked at the situation as I have done and has intimately known it. This Convention is not the result of a day's work, and if it were I would have less hope for it. Anything of a mushroom growth is much more liable to a mushroom death than if it is brought about by serious thought and hard work; therefore, I have hope yet that in the very near future those contracts will be signed and we shall get the most of the employing electrotypers and stereotypers with those who are at present members of the League.

The increase in membership in these Leagues from the employers' side—the large employers are the better representatives, there are more of them—will insure industrial peace; not only no lockouts, but for a definite period the knowledge that you needn't even anticipate such a thing and the peace of entering upon contracts and doing work each with the other and each with his customer that will be as near as can be conceived an absolute certainty. Then you have time to devote your energies to improving—improving should not have been necessary that way—but in placing your business as printers, bookbinders, electrotypers, on the basis where it ought always to have been, one of the trades more essential than many, one of the trades where you can go forth and meet your customer on a level, not to have to beg for work and cut prices in order to get it and all that kind of thing, by an understanding which you have had the wisdom to consummate. Then you can go along industrial peaceful lines and you will find that having

accomplished this much that you will be able to accomplish the other and it will be no difficult task.

In the meantime the thing to do is to accomplish what you have started out to do — harmony and goodwill as the basis between employers and employees; harmony and goodwill as the basis between employers and customers. There should not be so very much difference between the one and the other. Each is entitled to a fair share—the employer and the employee; and having fixed this as a basis upon which you are going to run along, and having a knowledge of the primary cost not only of materials, which Brother Berry told you were more or less approximate, but the cost of labor, each one can so determine how much it will cost him to do a particular piece of work that the real trouble in the printing business will have not become a trouble at all, but you will be able to approach each other—there never will be exactly similar conditions in any two shops, whether it is a bindery or a composing room or a press room or an electrotyping foundry—never will. Even if you had two men educated from the same place, educated apprentices, educated foremen, paying the same rent, using the same power, using the same kind of machinery, still nature never made anything exactly the same. There will be a variance and there will be a time when one establishment is able to do a certain piece of work at a lower price than another, and it will probably not be able to do the higher priced work, even at a lower price, at all. They will just gradually fit into their different grooves and secure the kind of business that they are best equipped to perform.

I am talking, probably, of the millenium some of you may think. I know that those things do not obtain to-day, and some one will say that it is Utopian. What was Utopian yesterday is reality to-day. Not more than ten years ago you thought that there would not be men flying up over the Hudson to-day. It probably would have been characterized as Utopian, and I believe that would be a very mild expression when applied to Fulton when he attempted to sail by steamer up the Hudson, and probably a good many of those people in Holland, when they saw Henry Hudson start out on his way to India, they said, "There is old Henry Hudson going for something and he will come back broke and we will have a laugh at him." And a good many had a good big laugh at Henry Hudson. Robert Fulton, when he tried to sail out his boat from one of the piers in the old days in 1807 here in New York, they had a good hearty laugh until they saw that little thing plying its way up to Albany at a speed of five miles an hour. We are getting to a time when we can go nearly fifty miles an hour. Forty has been exceeded anyhow, and the limit is not yet.

These matters to-day may be considered Utopian; but they will

come, as I tell you. Things which were deemed impracticable and impossible yesterday are realities to-day. They are everywhere in the air—flying machines are in the air anyway, and they were deemed impracticable. I don't know that I have very much else to say. I wish to try to impress upon the few electrotypers here and those who are printers who have electrotyping foundries, that becoming a member of this League will mean becoming members of a grand big organization which in the very near future will be able to help all. It will not be restricted to any particular trade, but all will share in it if we can accomplish all we have set out to-day to do. I earnestly hope that this organization may find it possible to found a national organization; that that national organization, being so founded—I was one of the principal ones to urge that this Convention be held; because I believed that however few we are just now our thoughts, our determination, our results, and I hope our purpose in having accomplished this Convention will spread and will not only include the printing trades of the United States but all the other trades and so make this country that somebody called God's country a better place to live in, a better place to work in for every single soul of us; and consultation, conciliation and arbitration become the motto of the employer and the worker together and thus benefit all, not only the printers but all of the United States.

I thank you, gentlemen, for the kindness with which you have listened to me, and I earnestly hope that as a result of these three days' deliberation we shall accomplish that for which we have set out, and in doing it, you shall have made history. (Applause.)

THE CHAIRMAN: A little memorandum just handed to me while Mr. Home was talking reads: "Those who say 'It cannot be done' are constantly being interrupted by someone doing it"—very pertinent. That is where we stand on this point to-day. It has been said of this organization that this kind of an organization cannot exist; but it is existing, and in my opinion it will exist and will become stronger each day of its existence. When we started we had four members, or rather we didn't start with four members we started with sixteen, but our first meeting was four members. We didn't know then what we were going to do and yet to-day this organization has control of over 10,000 employees; that is, there are 10,000 employees operating with the employers of this organization.

Now, we have heard from the pressmen and from the electrotypers and from the employers and I was in hopes that we would be able to

hear from the intelligent compositor; but he happens to be absent just at present. Our friend, Mr. James Lynch, should have been here to-day, but owing to circumstances it will be impossible for him to arrive until to-night. I expected that Mr. Tole would be here to represent the organization and give us a talk from that side of the question; but both of them being absent we will again hear from the pressmen's side, and I will ask the President of the Pressmen's Union No. 51 to take up the theme as it concerns the local question. Mr. Peter J. Dobbs will speak on the "Amicable Relations With the Employer—What They Can Mean to the Conscientious Employee."

MR. PETER J. DOBBS: Mr. President, Members of the League and Guests, I was in hopes that I would be excused from speaking, simply from the fact that our International President had already spoken on lines that probably I might have taken some part in; I want to say that I am very thankful at the invitation extended by the Printers' League for the printing pressmen to take part in your proceedings at this session. The theme on which I have been invited to speak—I may say that for forty years I have been both a feeder and pressman and can go back probably further than that to the year 1862, when, as a small boy, I went to work in the American Tract Society in the City of New York, and since that time I have been busily engaged at the craft both as feeder and as pressman, and at the present time am in the employ of the Trow Printing & Publishing Co. I want to say, as President of No. 51, as representing the printing pressmen of the City of New York, that at the first institution of the Printers' League in the City of New York I said to my companions in the Union, I says, "Gentlemen, I think this is the first time that the printing pressmen of the City of New York can get together with the employers upon the subject that is dear to all of our hearts, the amicable relations between the employer and the employed. The Union—and I speak from a Union standpoint, and I think that I represent the sentiments of almost 1,600 practical printing pressmen of the City of New York—provides an opportunity that they have long sought for and that the last two or three years have been the greatest years for the printing pressmen in the history of the craft in this city. The relations between the employer and the employed should at all times be amicable. Ever since civilization dawned there will always be disputes between capital and labor. It has always existed, it always will exist, and these little breaks, these little dissensions always will occur. Civilization, under a constitutional form of government, has decreed a set of laws for the govern-

ment of the community in which we live. They make a law against burglary and theft and yet the law is repeatedly broken; and the little unpleasant incident that happened not long ago in our own ranks was quickly adjusted. We could not control the individuals at all times. We want to show that the principle was there, and although some of the principles were broken they were quickly remedied by those in authority. (Applause.)

The relations between the employer and the employed, as I stated before, should be amicable at all times. No one can expect that an employer is going to give a man more than he is worth. That is not to be expected; but the printing pressmen of the City of New York only ask this: a square deal at the hands of the employer, and I am satisfied that the printing industry as far as it is represented by the printing pressmen in the City of New York will do the right thing; contracts that are signed will be sacredly lived up to, and if anyone breaks a contract upon our part we will quickly bring them to the bar of justice in our own organization.

Now, I don't know that I could say anything more only that I thank you very much for calling upon me, and thank you on behalf of my organization for the invitation to this conference with the Printers' League, and I certainly wish the Printers' League and the Allied Trades a God-speed in this great work. (Applause.)

THE CHAIRMAN: Gentlemen, we have heard now from the local Union of the pressmen; and we are getting near our time for adjournment, but we have time yet for one or two more.

In the organization of the local matters here we have been very greatly assisted by the now President of the Feeders' organization. I might say that I know of my own knowledge that at times he has been very greatly opposed in his own organization, but has always steadily maintained the principles of the Printers' League and has managed to imbue his organization in such a manner that they have stood faithfully by their contracts with the exception of the one instance quoted, and then he did everything in his power to bring about the settlement of that question. I have heard this gentleman talk before, and while belonging to the feeders, he has managed to make himself very distinctly understood, has spoken correctly, to the point, and I know that you will be glad that you have heard him because of his efforts. I refer to Mr. John T. Mines, President of the Franklin Association of New York.

The topic assigned to him—whether he will speak to that or not I don't know—is “Master and Man; Peace and War; Prosperity and Adversity—How They Are Viewed in the Union Ranks,” Mr. John P. Mines. (Applause.)

MR. MINES: Mr. Chairman and delegates of the First International Convention, as I believe we understand it, of the Printers' League of America: If I had not been introduced by the Chairman in the language that has just been expressed to me in his form of introduction of me, perhaps I might be able to do somewhat better than what I believe I will do before I get through.

I stand in the present position believing that a few remarks that I would make were to be made to-morrow morning, and I find myself something like the man who had his rifle stolen and was left simply with the ram rod when he had something to shoot at. Mr. Francis in introducing me to the Convention said he did not know whether I would follow up the subject that was allotted to me by the League. The first part of the article or caption on which I was supposed to speak in reference to Master and Man, I will leave and pass without commenting upon the question; but I will try and say as to how I view the League and the question of Peace and War between the employer and employee and the question as to how the members of my association look at the League from the standpoint of an employers' organization. I want to say also that I feel pleased and I feel honored to have the invitation to come here and address this Convention of employers and other members of the affiliated printing craft as a representative of a younger branch of the printing industry, as a representative of the largest Local Union under the jurisdiction of our respected President, Brother Berry.

I have been an executive officer of the Local of which I am now President for somewhere in the neighborhood of 6 or 7 years consecutively in the City of New York, and during those 6 or 7 years I have taken part in every active committee in every conference that has been held with the employing printers known as the Typothetae of New York City, and I want to say that I stand here to-day as the representative of an organization who has never voted in my entire connection with the labor movement for a strike at any time during my connection with the labor movement. (Applause.) I have seen, and only recently, when my Association brought up the question of an increased scale here some two years ago, and my Association called a special meeting for the purpose—I have stood alone in a hall somewhere in the neighborhood of six or seven hundred men

when a vote was cast to declare a general strike in the City of New York, and the vote was cast and counted and it was six hundred and some odd against my one vote, and I want to say that, that vote cast in the minority, I still fought on when that Committee was instructed to enter into war, and asked, as a compromise, that that Committee would be instructed to meet with the Printers' League of New York, which was then just in its infancy as a permanent organization. I want to say also that I have had the pleasure of meeting the Printers' League before it became a permanent organization on the question of entering into a contract with the Franklin Association. I believe I also had the honor of meeting them in their first executive session and taking up the question. I may say also that it would help in asking the Committee to meet, showing the spirit of true unionism, and to-day that spirit is predominating in the labor movement for arbitration and consultation. Six hundred and twelve votes voted to meet the Printers' League, and to make it sure, with the result that the Printers' League is invited to attend the next regular meeting of our Union, resulting in peace throughout the City of New York. That was one of the first acts ever performed by the Printers' League in the City of New York.

With regard to the principle for which the League stands, I want to say I am in thorough accord with it. I feel that were I competent to address this meeting for an unlimited number of hours I could not add anything to what I have said. I might use different language, but the argument is just the same. There is one fundamental principle and the employers, I believe, are coming to recognize it; and I have had it from experience as an officer, and that is many of the employers to-day that recognized organized labor, before they recognized it in the City of New York I have known six and seven occasions when their shops were struck by organized labor before they came to talk over the matter in consultation, and the result of that has been simply what has been explained here day in and day out, and that is that they have come to realize that the labor movement is here to stay, and if they don't want to talk with it now, they will eventually have to talk to it in days or years to come when money has been spent and energy and tears that could be spent for a better purpose. That is the principle that I believe is bringing around such movements as the Printers' League to-day and we are realizing that the past strikes with the compositors, the Typothetæ, where millions of dollars have been spent, has left them to-day and to-morrow where they will have to compete with the organizations that then wanted to shorten hours, and so forth.

As regards to the living up to contracts, and contracts made by labor Unions, I want to say this, and I believe every man within my hearing knows it—that it is not within the mind of man to conceive any contract that can be made that will absolutely guarantee that there won't be at some time a ruffle appear upon the face of the water. As the President of No. 51 told you, the government of a country defines laws and so forth, and yet at times we find outbreaks in the most regulated armies of the country where discipline seems to be the principal motive, and for that reason there must be toleration upon the part of the employer when those little outbreaks appear. It is used by the opponents of the employing classes in the City of New York to-day who are not opposed to the Printers' League. The question is, is there any use in making contracts with organized labor, particularly the printing pressmen?

A little occurrence has taken place which was referred to by the President of 51 which seems to me to give food for thought for this opposition class of employing printers; but I am pleased to say that it was wiped out. It occurred in a simple way and, in fact, it may be said it didn't occur at all. It was an effort to evade the law in violation of the contract that existed between our Association. At the time that this took place I happened to be in the city for some five or six weeks in the service of the International Organization. Arriving back in the City of New York on Thursday night, I heard that the men were determined to do so and so. I immediately instructed my business agent and the Acting President themselves to proceed to the establishment in question and tell them under no consideration, no matter whether the employer was right in his contention or whether he was wrong—that is not the question to be decided now—the question to be decided now is that these men have got a contract and they must stand loyally to the contract, and the question will be taken up later with the understanding that, while the Union holds the contention that the men are right and that what they are striving for will be taken up and if we can prove our case we get what is coming to us, and if we cannot prove our case it is not up to us to get it. The result was that the public press took hold of it and announced that one of the members of the League had withdrawn; but I am pleased to say that the action of the Union has proved to Mr. Cherouny that the incident that took place had no support from the organization in the City of New York and that the men would be disciplined to the fullest extent. I have told the League just similar to what I heard the National President say, that if it became necessary, and if I found an employer had been damaged to any

extent financially, that I was willing to stand before my organization and retire from the office I hold and still fight in the ranks and make up every cent he lost by the organization that I represented; and that is the spirit I look at with contracts made between employers and employees. I believe that the condition of the employer and the employee is mutual. I believe that the only question of difference between the employee and the employer is the question of dividing profits. I believe that the employer should feel that the employee is a part of his concern and the employee is the same, and that the question should not be how little work he should do, that he should work as if it were his establishment.

The further questions the League has taken up here and discussed this morning as to technical education and the apprenticeship question is one which I have most dear at heart because of the fact that I happen to be allied with the younger element and thus know the situation in the pressrooms. I believe that much can be done by the League, and much ought to be done in the future on the principle of inaugurating the apprenticeship question. From the standpoint that it is going to elevate the craft and going to make better pressmen in the future, and that by doing that it is going to produce a better product for the market, and by producing a better product it is going to produce better prices, and for this reason I feel that, while I have within me the power of fight and while I have within me the power of voice and while I am connected with the labor movement and with the printing pressmen's branch of the craft, that I shall do all in my power to carry on the principles that are laid down by the Printers' League of America as long as they are willing to meet the employees, their representatives and members of the Printing Pressmen on an equal basis and talk the matters over; and while there may be a final decision, it is necessary that we shall loyally submit and bow to that decision.

With these few remarks, gentlemen, I wish to thank again the members of the Printers' League for the invitation here on behalf of my Association, and wish this movement success and that from this meeting to-day may be the laying of the corner stone of the grandest movement that shall ever be elevated to the clouds of this continent in behalf of bringing the employer and the employee together on an equitable basis for all future and all time to come. (Applause.)

THE CHAIRMAN: Gentlemen, you have heard from Mr. Mines of the Feeders' Organization—and we have heard now from all of the organizations affiliated with the Printers' League. We heard this after-

noon in one of the first speeches from Mr. Oltrogge, who spoke from the bookbinders' point of view. Mr. Oltrogge, of course, spoke from the employers' point of view, and we have with us to-day, not on the program, but just as much entitled to speak, and we should be as much pleased to hear from him as from any member of the organization or any of the Presidents of any of the organizations—Mr. Glockling, First President of the Bookbinders' International Organization. (Applause.) I think during the next few minutes which we have to spare we will be very much pleased to hear from Mr. Glockling.

MR. GLOCKLING: Mr. President and Gentlemen, I fully appreciate the opportunity given me of saying a word or two at this meeting, although not on the programme. I hope that at the next meeting of this Convention we will have a more prominent position, Mr. Chairman.

Perhaps I can best serve the interests of the organization I represent by adopting the method referred to by Mr. Van Wart in speaking of that fellow who used to come home overburdened, and, in order that his devotional exercises might be performed correctly, had prepared a suitable prayer for all occasions, and, overburdened as he was, feeling his inability to perform those devotional exercises, pointed to them and said, "Them's my sentiments." I think that would apply in my case to almost every address that we have listened to to-day.

To one who has been identified with the labor movement the greater part of his life, one who watched its struggles, its triumphs and its victories, this meeting has an extraordinary interest. The character of this meeting to have been predicted a quarter of a century ago would have been regarded almost as an Aladdin dream. It is emblematical of the progress that civilization is making. It is emblematical that the Printers' League, as evidenced in their addresses here to-day, have realized that there is possibly a better method in their relations with their employees than has been in operation in the past. They have realized that the efforts of their predecessors in association to dissolve or discourage the Trades Unions have not been successful; that the efforts have proved futile; that the Union of men is here and here to stay, and, imbued with that 20th century idea, have resolved to try a better method, a more humane method—that is, the treating with the Unions on a business basis. This, to the International Union, is one of those movements to which they have been aiming for many years. They have realized also that there

is a better method, and they have endeavored to imbue their relations with the employees with this idea. To some extent they have been successful; but with the inauguration of the movement of the Printers' League we saw before us a possibility little dreamed of a short decade ago. We realized to the full, as was indicated by my colleague, Brother Berry, that the progress of this industry, or any other industry in industrial life, is of equal importance to the man at the bench as to the man in the office. They realized the mutuality of interests and they also realized that there will not be a full measure of benefit to the industrial world until this is fully realized. We have in the past had many conflicts with those who employed. We have at times been successful, and other times we have been defeated; but in all the conflicts there has been a lesson that to-day is bearing fruit. All the struggles of the past are now becoming a light for the future, as our venerable friend, Mr. Cherouny said this morning—"we learn from the light of history." We are learning to-day from the history of the past, and we are learning faster than has been our wont in the past. The League idea is one that meets with the full appreciation of every intelligent Trades Union. I haven't any hesitation in saying that every reasonable, rational man within the ranks of the Trades Union to-day appreciates, applauds and supports the underlying principle of what has been termed the League idea. (Applause.)

We stand ready, as was indicated by friend Berry, to aid in this work. It may, of course, take some time before the benefit of this co-operation will be manifested. It is true the trades unionists and sometimes Trades Unions in the past have made grave mistakes; great errors; but when we realize what the hostilities are that have been directed toward them I think there is some excuse, I think there is some reason for it, and if in the course of coming events we can demonstrate and evolve a new idea in the mind of the trade unionists that there is a mutuality of interests, those hostilities will fade and in their stead will come a desire on the part of the Trades Unions to aid in this good work. (Applause.)

I am positive that if the course and policy of the Printers' League is pursued in the industrial world that each succeeding year will show the efficacy and the utility of that movement. We realize what it is to the employer who stands arrayed against the unfair and competitive conditions existent in the industrial world. We realize to the full that we often make demands on employers that they are little able to meet by reason of these unfair competitive conditions. We realize that there are, in the industrial world, men who employ others who realize the justice of a demand that they are oftentimes,

by force of circumstances, compelled to refuse; and what we propose to do as factors in the Trade Union movement is to endeavor to aid and give our united support to the fair employer as represented in this League, by which these conditions can be eradicated, and that there will be a fairer basis of competition which the fair employer can meet. We realize to the full the disadvantage that a man employing high-priced labor—the position he occupies against his competitor who pays low wages. We realize that in this City of New York there are conditions that you have to meet that are irksome, irritable and almost impossible. We realize that in competition you meet with conditions in other sections of the country where organization is not as full as it is here, that the competition is of a character that jeopardizes and menaces your business. We realize that and we propose, with the assistance of such organizations as the Printers' League, to help in meeting those conditions. We realize the necessity of a more uniform rate of wages. We realize that New York employers, paying perhaps the highest wages in the country, have to meet other conditions in the country which are competing against you, paying a great deal less wages; but we will have to ask you to be patient. We will have to ask your consideration. We will have to ask you to assist us to educate our end of it, which we propose doing. I haven't any doubt that, with the growth of this League, there will be evolved in the ranks of organized labor a new policy in their relation to the employer, and that in the consideration on the things they ask there will be under consideration conditions that do not now form a part of the consideration under discussion; that when we are seeking new conditions from a fair employer we will give consideration to the condition of that employer. Heretofore, as I said, we have been imbued with the hostilities of the past, and we haven't had time to give consideration to anything else other than to the demand of the hour. I am positive that with this organization's policy being adopted to any appreciable extent in this country that there will be removed, as time goes on, all, or the greater part of those inequalities in your condition and in the competition that you are now suffering from. And I further want to say this: I don't apologize for Trades Unions in their past conduct; but I do believe that if this idea permeates this great city to any extent in the industrial field, whether it be in the printing trade or any other, that when you meet in accordance with the principles laid down, to discuss those things with men, that they will meet you on a fair and equal basis and consideration of the conditions (Applause), and that the clear-cut statement, presented in a conference, that by reason of certain competitive qualities in a town a few miles from here that you are unable to meet with,

that you will receive consideration from those with whom you are conferring. I want to say to you that in my experience of Trades Unionists that they are exceedingly grateful and certainly are always prepared to receive in the kindest way kind treatment from their employers. They are always men amenable to treatment just as they are strong in resenting inhuman treatment, as they have been in the past.

The Trades Union movement, as I understand it, is one that has for its object a fair, equitable basis of distribution, a fair idea of receiving only what they are entitled to. The very moment a Trade Union has been known to go out of the field of reasonable and rational demand they have been condemned by every other Trade Unionist. They are able and willing at all times to aid in the equitable distribution of the wealth that they create in common with their employer. They ask not what they think they ought to have, but what they think they are entitled to by reason of changing conditions that are coming on the face of our every day life. We regard the things that are passing around us in the shape of enhanced cost of living, as a reason for increased wages. That is an economic proposition that will stand fair consideration; but if in the demand for this further consideration it is pointed out to the other elements that enter in their industrial life will not allow of it, then they are reasonable and will give consideration to it.

I am of the opinion, gentlemen, that we are beginning a new era in industrial relations. I believe, sir, that the spread of this idea that has been initiated in this League to-day emphasizes one spirit and that is fairness between men whether they be employer or employee, and that that spirit which animates men will breed and thrive and that the getting at the throats of each other, as has been the custom in the past, will become a thing of the past.

I am proud to know that this movement is to be pursued. I am proud to be here to-day to say for my organization, in defense and in appreciation of the principles enunciated, that when proper, as was stated by the President, we stand ready at all times to put our shoulder to the wheel and aid in the good work that you have set before you. It will be slow work, perhaps, but I want you not to be discouraged. You realize that it is to the best interest of the trade and of the business that you are engaged in, that when it requires a change of conditions, that change of conditions should be brought about. I am quite sure that it will not be very long before the spirit of this League will animate every man in the Trades

Unions of this country, and they will be prepared to sit around the board with you and endeavor by their ability and through their intelligence to aid you in meeting the conditions that you have been forced to meet in the past and which have brought into being this very organization. I thank you for this opportunity of being present. I wish you success, and once again I assure you that the organization that I represent stands ready to aid you in every possible way in order that they may bring about a condition that is more equitable, more human, more fair, more just than it has been in the past. (Applause.)

THE CHAIRMAN: I would like first of all to urge the attendance of every one here present at the meeting to-morrow at 10 o'clock in the morning, because we shall now close this session this afternoon. If you can possibly do so I would like to increase the attendance to-morrow by bringing someone with you. There won't be any difficulty about your obtaining a ticket or being admitted to the Convention hall with a friend, and we should be pleased to have the number greatly increased to-morrow. I know that some, on account of the change of dates, have not made arrangements to be in New York until the 23rd, and we expect a greatly increased attendance in the morning, but we shall have plenty of room for those present, and you know that numbers make enthusiasm, and what we want at this meeting is enthusiasm. We not only want enthusiasm, but we want to get the principles of this League before the country at large. It has been a difficult task to accomplish it. Printers are the worst readers in the country. This is a strange statement to make, considering that I am a printer myself; but I know it from experience, and personal experience at that. Mr. Gregory sends me letter after letter and I glance at it in my rush of business and I will lay it down and practically forget all about it, and then he goes for the gentlemen openly—he don't go for me directly, but he means me just the same, and it strikes home too. It is a fact: printers are the worst readers that we have; and therefore I want you to get as many as you can here to personally hear this proposition. I had one man speak to me to-day and say it was quite some time before he understood this organization. He said the first time he heard of it he opposed it utterly because he didn't understand it, and then he changed

around and was its best friend. That makes the change. If they will only come out here and hear this matter, if they will only come here and receive the information from the Unions that we have heard to-day, and receive the confirmation of the employers who have been actually engaged in this work, there won't be any difficulty about having a National organization, not only of the Printers' League, but of all trades; because the conditions to-day are not what they were ten years ago. The time is ripe for a change, and the change is here. All we have to do is to recognize the fact that it is here. I know members in the organization of the Typothetæ who, if they fully understood these principles that we are talking on to-day, would be our greatest friends. They don't understand it; they don't read about it. If you can bring them here do so to-morrow. Let us have this room full. That would be the least that we could expect.

I will close by just asking the Executive Committee to meet to-night at 8 o'clock on the further end of the hall in the room adjoining; and in connection with the Executive Committee I would ask all out-of-town members, including Mr. Prescott, to be present at that executive meeting; Mr. Hill of Richmond also, and we shall try and reach some of those who were here this morning.

Mr. Berry would like to say a few words before closing.

MR. BERRY: Referring to the fact that printers don't read reminded me of a suggestion. There have been a number of speeches made here to-day which should be given the utmost publicity. The President has stated that the trade journals would give space to the speeches made; but I believe that those speeches should be given to the Union trades journals. I saw present here this morning the editor of "The Bookbinders' Journal," and I can speak for our journal, "The American Pressman," and I should be very glad to have a copy of all the speeches made and that will be made to-morrow to publish verbatim in our official journal which gets into the hands of every member of our organization, and that will be the best possible literature that can be given to the members. I expect some better ones to-morrow, just as good, anyway; and while the stenographer is drawing this stuff up to-night, it might be well for him to keep in mind the distribution of sufficient copies to all of the Union journals, and I would offer a motion, if I am in order, Mr. President, that that be the sense of the Printers' League Convention, that we send

to all the Union journals a copy of the speeches made here to-day, and which will be made hereafter, and ask that they be published in full. I make that as a motion.

MR. PRESCOTT: It occurs to me that it would be a very good idea to publish those speeches in the shape of monographs and publish them in the proceedings. The only means of reaching the public is through the proceedings and in these trade journals they will not be read. I think that when the type is up we might make up each speech and give it its title, and the text will be shorter, probably will be likely to take up somebody's talk, and my observation is that every address that has been made here to-day has contained considerable meat, and what one address might fit a man's mind he would read—just one man's address—while he wouldn't undertake to read it if it was in a bulky volume, as the proceedings will be, and I will make that suggestion to the Executive Committee in getting out the literature for the League. You see every speech treated of a different phase of the matter in a different way. I wish to second Mr. Berry's motion.

MR. CARROLL: I second Mr. Berry's motion, and in doing so I desire to make a few inquiries. I presume that these papers will go to press within a short time. Can Mr. Berry, through the Chair, inform me at what time it is expected that those papers will go to press?

MR. BERRY: "The Pressman" for this month will be out, as they went to press yesterday; but the next month's edition we can publish in full.

MR. CARROLL: But what time will it be necessary for you to have copies?

MR. BERRY: The 12th of next month.

MR. CARROLL: Is there any paper which would want this in a shorter time?

MR. PRESCOTT: I think copy for "The Typographical Journal" should be in by the 20th of next month.

MR. GREGORY: There are numerous other papers, such as "The Printing Trade News" and "The International Brotherhood of Bookbinders' Journal" also should be in by the 10th of the month.

MR. CARROLL: Is there any sooner desire for it than the 10th of the month?

MR. GREGORY: Not that I know of.

MR. CARROLL: Mr. Gregory suggested that this matter would be of considerable interest to the newspapers. No doubt, the newspapers have been represented here to-day. They will all get the substance of what has been said here in some shape. As an experienced stenographer, I can say to you that in all probability the proceedings of to-day's session would occupy more than five pages of any New York daily publication, and that there is not a copy editor in New York City that would look over it. The baseball season isn't over yet, and they are not going to take out baseball news and put in speeches, and Dr. Cook is still alive and Commodore Peary is getting active. I think we ought to give the widest possible publicity to these speeches, but I would dislike to have them published to any extent in garbled form, and therefore it would be impossible, without previous notice, to get them out in time to be of any assistance to the daily papers.

THE CHAIRMAN: We will vote on Mr. Berry's motion.

On a vote being taken Mr. Berry's motion was unanimously carried.

Adjourned until 10.30 a. m.

Morning Session, September 23, 1909.

The meeting was called to order at 11 a. m.

(Vice-Chairman Berry in the chair.)

THE CHAIRMAN: Owing to the fact that several of the speakers this morning haven't arrived to follow out the program already arranged, I suggest that we take up the subject of organization and the election of permanent officers. I would like to inquire if there is any objection to that course? We have to do it sooner or later, and since we are late with the other speakers, it might be well to attend to this matter now. Is there any objection to going into the election of permanent officers and the establishment of a National League?

MR. CARROLL: I move that the order of business be changed and that we proceed to the election of permanent officers and the naming of committees.

Motion seconded and carried.

THE CHAIRMAN: We will first consider the nomination for President.

MR. CARROLL: Mr. Chairman and Gentlemen, I think it unnecessary to make any extended remarks in regard to the nomination of President. I believe that there is but one man whose name arises in the minds of anyone present. I think that without his name at the head of the movement the movement would be bereft of its character and its individuality. It would be bereft of the man whose individuality and strength has done more than anything else not only in his promotion of the principles of the organization so far, but in the general acceptance that he is the spokesman of those principles and has lived up to them in his conduct of his own business and in his relations with workmen. In other words, he is a copyrighted article for this association. It is not necessary for me even to mention his name. The rest of the ticket I assume is one that will appeal, in modified force, to the members here present. It has been suggested with a view to giving as much universal interest as possible to this

movement, and at the same time making it effective that the officers must necessarily be within immediate touch of each other in order to make the movement effective, and they have been selected from a given locality. The Executive Committee has been suggested largely with the view of getting the opinions and advice of the different sections of the country. Next to the President in general knowledge of the situation and in general acceptance by every one who has the situation at all at heart, is the name proposed for the Secretary. I have great pleasure in nominating for President Mr. Charles Francis, the present President of the New York State organization. (Applause.)

THE CHAIRMAN: Mr. Francis has been placed in nomination for President. Are there any further nominations? There being no further nominations, the Chair will declare the nomination for President closed.

MR. CARROLL: I move that the Secretary cast one ballot for Mr. Francis as President of the National Association.

THE CHAIRMAN: If there is no objection to that course, before the other nominations are made, we will consider that course in order. Hearing no objection, the Secretary will cast one vote for Charles Francis as President of the League.

The Secretary cast one ballot for Charles Francis for President of the National League.

THE CHAIRMAN: I would like to call on Mr. Francis to take the chair at this time.

I want to say, gentlemen, in introducing the first President of the League—(applause)—it is hardly necessary to introduce him because practically every employer throughout this continent, and every employee who has followed the situation, is familiar with the work of Mr. Francis. I am not usually envious of any man's popularity, although at our last Convention, when I arose to introduce Mr. Francis, the President of the New York Printers' League, I was surprised to learn that he was more popular than myself, the President of the organization. The reception given him at Omaha before the 21st annual session of our Convention, demonstrated fully the popularity of your new President, and I feel sure that the popularity has been gained by something more than good fellowship. It has been brought about by constant and persistent hard work in the prosecution of the

policies of the Printers' League—the policies of which were referred to so numerously yesterday by speakers from the employers' side of the house and speakers from the employees' side of the house; policies that we gentlemen throughout the North American continent in the labor ranks particularly agree to. I want to say that you could not have selected a man who will fill this position and bring to it the united co-operation of employees as well as Mr. Francis. The Unions in general who, I take it, will give you their utmost co-operation and who, I take it, are to be considered seriously in the solution and the progress of this policy, will be glad to come to the assistance of Mr. Francis at any time because they have unlimited confidence in his ability and his integrity as an employer and as a man.

I take pleasure, therefore, in behalf of the League, as your temporary Vice-President, in introducing to you the first President of the National Printers' League who, I am sure is going to make a success of the office as President of the League and be instrumental in making the National League a success. I take pleasure in introducing Mr. Charles Francis of the new branch of the Printers' League. (Applause.)

(President Francis in the chair.)

THE CHAIRMAN: Gentlemen and friends, I feel very much gratified at hearing the remarks that have been made in regard to myself throughout this Convention. I will be egotistical enough to say that I have done everything in my power to bring about a successful organization that will maintain friendship between the employer and the employee. I did not do this without first testing the matter out, and I have been working along the same line as an individual for over 25 years. In Louisville—that was before I came here, it must have been in 1886—the boys put up a strike on me by coming in with a gold-headed cane and expressing their appreciation of the manner in which they had been treated in the establishment that I was then handling. I paid as good wages as anybody in that city, and I got more for it, merely because the only thing that I looked to was a mutual interest. The employee is a necessary partner in the business, and it is on that line that I have endeavored to conduct my own business. I am satisfied with the result. I believe it is the duty—my duty—to pass it on

to those who have not been so successful in the line. If I can be successful along those lines so can all others, and it is a duty that we owe to each other to make sacrifices if necessary for the happiness of each other, and when we get to that condition there won't be any liability to strikes and lockouts. The difficulties that we have are largely small ones; we exaggerate them—I am not alluding to the newly married couple—their troubles are all little ones (laughter), but ours come very largely from small matters. When we get this idea thoroughly working, there will be a great many less of those small troubles than there have been; and a large number of those troubles are created by the employers themselves in treating small matters in a small way. I feel this: that I have tried my best to imbue the spirit of friendship between employer and employee throughout the United States as far as possible. My limitations are quite narrow; in other words, I can't do more than one man can do; I have a business to conduct, and in so far as my time would permit me, I have given it to the forwarding of this object. I have been nobly supported in the New York League. I have never seen better attendance at the meetings of the local organization in anything that I have been connected with when I sent out a special call for them to come around. We had about something over 50 members during the past two years, and in all that time when I sent out a special notice we would get from 30 to 40 of those present at a meeting. On our Executive Committee nine-tenths would be present doing business. I am sorry to say that this convention is not better attended by our people; but I can assure you that you will see a different presentation to-night because it is night and it is not business hours. Most of them are held down very closely to business, and therefore it is pretty hard for them to get out, and I make excuses for them; but even on that score, when we have called an executive meeting of the Printers' League we have had from three-fourths to four-fifths present on an hour's notice or two hours' notice. Where there is anything coming up that is pressing that has been the rule, not the exception; and they have given the very best attention to the business that could possibly be given.

As to the future it is pretty hard to tell. From the meetings

that I have been in attendance on the Unions have treated me with the utmost courtesy. We sometimes think that our feeders, being a body who are not blessed with too much education, are not sufficiently courteous, and in some instances they may not be; but I can say for the feeders that I have never been treated with more courtesy by any organization than I have by the feeders' organization. I can say the same of all of the Union organizations. I have never stood before one of them, either the International Typographical Union or the International Printing Pressmen and Assistants' Union or the Local Unions but what they have been really more courteous to me as the representative of the League than the League has been to their officers when they entered our room. But we can learn too. A matter of courtesy goes a long way towards friendship. When we return a tart reply to some question it creates a bad feeling immediately, and the other fellow feels like hitting back. The consequence is that in all our future dealings we want to remember that we wish the greatest good to the greatest number; that we are all looking for the wherewith to support our families and that we all want what we can get out of it; but there is no occasion to fight about it. We can just as well settle that under the principles of arbitration and under the principles of conciliation and under the principles of consultation that we have at present.

One thing that I found out in my life and that is this: We do not let our employees know sufficient about our business. They don't know our difficulties. They go off into a Union meeting, and they know they want something, and it is only natural. They don't take your side of it into consideration, or have not. I say that it is better now. But they have not taken your side into consideration for the reason that you haven't wanted them to for one thing, and another thing that they thought you had plenty and so they came at you. But in the last few years I have given a dinner to my employees, and every year I have said something to them about what the proprietor is and what he does and what he has to contend with. I think it was last year or the year before, I asked the boys, I said, "Now, boys, I have been thinking about you young fellows that have been in the employ here." I said, "You think it is a cinch to be

a boss, don't you?" I said, "Now speak up." They said, "Yes, yes, yes." I said, "I want to tell you boys that it is not such a cinch as it looks. When I get through with this I am going to prove the fact by calling on two or three of you boys that are around about us now. Several of you employees have been in business and they know what it is themselves." I said, "You don't think of the cinch it is to come up to a pay night and find that you are a few hundred dollars short and you don't know where to get it. That is a headache that you haven't had; and therefore you don't know very much about it." I said that the employer has his troubles just as much as you have yours and a great deal more so, sometimes. You expect the employer to have your money ready for you when the pay days come around, and almost invariably, in all cases, you get it; but you don't think for a moment how much thought and how much work and how much time has been expended in getting that money to pay you off with. Now you are partners in our business, and it is just as much up to you to condemn any loitering or any loafing in the establishment as it is up to me; for only out of the production can we give you the necessary wherewith to live on, and if you restrict the production in any shape or way you are restricting your own pay, because you can't take out of the employer's pocket any more than you put into it.

That kind of talk has generally had its effect upon all of the employees that I have ever had, and I have stated and state again that I will take my crew, as it stands at the present time, and produce as much or more than any institution in New York City on any given work because they feel that they are being treated fair and square. That is all there is in the Printers' League—a square treatment all the way around; no oppression by the Unions of the Union's employees, no oppression by the employers of the employees and an attempt to at least regulate the prices so that we shall not be so contentious among ourselves on doing work at a price that we cannot live on. I shall in the future, as in the past, give my best efforts to the building up of this organization. I believe it is the coming movement between capital and labor as a whole, and while we have a small beginning, still we can work to a great end. Large oak trees from little acorns grow, and we have planted our little acorn. We are a pretty healthy young

sprout now, and before many years I think we will see an oak which will be the whole country engaged in this work. (Applause.)

I feel very grateful and very thankful to the organization for placing upon me this onerous responsibility, for it is an onerous responsibility and I shall do my best to see that the oak is watered and that its growth shall be as rapid as it is possible for any one person to make it. I am sure that with the assistance of those who have been so faithful in the past we can accomplish that we have set out to do. I thank you. (Applause.)

The next nomination is for first vice-president; last night, when we, as an executive committee, turned ourselves into an organization committee, the name of Mr. Hastie of Chicago was mentioned. I am ready to receive a nomination.

MR. PRESCOTT: For the office of first Vice-President I beg to nominate Mr. George W. Hastie of Chicago. He is manager of the Chicago Newspaper Union, is a successful printer, and anxious to have the League established in that city.

MR. CARROLL: I second the nomination.

THE CHAIRMAN: Are there any other nominations?

MR. CARROLL: I move that the Secretary be instructed to cast one vote for John W. Hastie as first Vice-President of the National League.

MR. WALKER: I second the motion.

Motion unanimously carried.

THE CHAIRMAN: Mr. John W. Hastie of Chicago is declared elected first Vice President of the organization.

The nominations are in order for first vice president.

MR. BERRY: I place in nomination Mr. Harrington of Alameda.

MR. CARROLL: I second the nomination.

THE CHAIRMAN: Are there any other nominations?

MR. CARROLL: I move the nominations be closed and that the secretary be instructed to cast one ballot for Mr. Harrington as second vice-president of the National organization.

Motion seconded and carried.

THE CHAIRMAN: Mr. Harrington is declared duly elected. The next nomination is for Secretary.

MR. MAUNE: I nominate Mr. D. W. Gregory for the reason that he is familiar with the League work as much as it is possible for any human being to be. I think he would be very efficacious in that position. I don't think we could select a better man from Maine to California.

MR. CARROLL: Mr. President, I second the nomination with the greatest pleasure. I think that Mr. Gregory occupies to this organization much the relation that the right hand does to the brain. It carries into execution what the brain has conceived. But he occupies even a higher relation than that because in the right hand he seems to have the brain. Much of the success of the Printers' League in New York City has been due to Mr. Gregory who understands thoroughly its principles and purposes and the end and aim included within those principles and purposes. He is as well a man of acceptable personality, I am glad to say, which will make the national organization the success that the New York State organization has been.

THE CHAIRMAN: If you will excuse me saying a word at this time I would like to endorse the nomination most heartily. If it had not been for Mr. Gregory the organization could not have accomplished what it has so far. He has been aggressive and he has taken to the ideas and principles of the Printers' League just as a duck takes to water, and he is able to swim about as well. I don't think that you can do any better than to elect Mr. Gregory to the position. I would ask if there are any other nominations and if the usual course shall be taken. I declare the nomination closed if there are no other nominations.

MR. CARROLL: I move that the Secretary be instructed to cast one ballot for Mr. Gregory as Secretary of the National Organization.

Motion seconded and carried.

THE CHAIRMAN: Mr. Gregory is declared elected Secretary of the National Organization. (Applause.)

Does this call for a speech?

MR. GREGORY: No, sir; it calls for work.

THE CHAIRMAN: The next nomination in order is that of Treasurer.

MR. WALKER: I nominate for the office of Treasurer Mr. Van Wart. He has been associated with this organization from its infancy.

He has paid his closest attention to it as no other one man possibly—with the exception of the President, and the Secretary, whose active doings are well know to all—has done. I don't think we could possibly place our finances in hands where we feel that we could go to sleep at night and know that they were safe. I nominate Mr. Van Wart. (Applause.)

THE CHAIRMAN: Is there a second to that nomination?

MR. MCCOY: I second the nomination. I think that we all fully appreciate Mr. Van Wart. We know as Recording Secretary of the New York organization of his fealty to the principles and his active work for us and his studious inclinations and his study of the apprentice question will make him a very important factor in the progress of our work along national lines. I take pleasure in heartily seconding the nomination.

THE CHAIRMAN: Are there any further nominations? Before closing the nomination I can't help but say a word myself for Mr. Van Wart. Mr. Van Wart has given a great deal of time and attention to the local situation and has been as far as Boston with myself in an effort to organize Boston and has done everything that he possibly could with the duties he has had in hand to enhance the welfare of this organization. I declare the nominations closed and ask that we take the usual course.

MR. CARROLL: I move that the Secretary be instructed to cast one ballot for Mr. Van Wart as Treasurer of the National Association.

Motion seconded and carried.

THE CHAIRMAN: I declare Mr. Van Wart duly elected to the office of Treasurer of the National Association. (Applause.)

MR. VAN WART: The President says I had better say something. Of course as a good soldier and union man I must do as the boss says. I don't know what I can say, gentlemen, except to say thank you, and I hope you make the job just as hard for me as you know how. Give me all the money you can and I will try and hold on to it for your best interests and disburse it as wisely as possible, as far as I am given any discretionary powers, and I trust so to administer the office that you will not have to lie awake nights, as Mr. Walker has said. I honestly believe—and I wouldn't take this office if I didn't believe

—that we had begun a new era in the printing trade, and I am proud to be associated with you in it. I thank you, gentlemen. (Applause.)

THE CHAIRMAN: In order to facilitate matters we have an Executive Committee that we went over very carefully last night. I will ask permission to mention the names and then if possible we may take action on the whole. The suggestion of the Organization Committee was to the effect that the officers would constitute part of the Executive Committee and that the other names would be Mr. Neal of San Francisco; Mr. R. E. Darnaby of Indianapolis; Mr. J. W. Kelly of Cincinnati; Mr. T. A. Raisbeck of New York and Mr. M. F. Quinn of Rahway, N. J. Those are the recommendations sent up by the Organization Committee. What is your pleasure?

MR. MCCOY: I move that the Committee as named will be made the Executive Committee of this National organization, together with the officers.

MR. MAUNE: I second the motion.

THE CHAIRMAN: These gentlemen are practically elected as forming the Executive Committee of the National Association.

MR. CARROLL: That will be provided for in the Constitution and By-Laws. They will probably be elected for the first year.

On a vote being taken Mr. McCoy's motion was unanimously carried.

THE CHAIRMAN: We have next recommended a Committee on Constitution and By-Laws. The names on this Committee are Edward Carroll, Jr., New York, Chairman; Mr. W. B. Prescott, Chicago, Mr. H. W. Cherouny of New York, Mr. Hill of Richmond, Va., and Mr. T. A. Raisbeck of New York. What will you do with the recommendation of the Committee?

MR. BERRY: I move that the recommendation of the Committee be concurred in and the Secretary be instructed to cast a ballot for the Committee selected on Constitution and By-Laws.

MR. WALKER: I second the motion.

MR. PRESCOTT: Do I understand that that Committee report back to this meeting?

THE CHAIRMAN: There is no such recommendation as I see; but I presume that that will be understood.

MR. PRESCOTT: I would move that the President proceed to the nomination of the necessary committees. I want to make these committees appointed by the President and I move to that effect. It is rather unusual for an organization to select its Committees—elect them—and if this organization continues, that will be part of the duty of the President to appoint those committees necessary to carry on the business of the Convention while it is in session.

MR. CARROLL: As my name appears first on that Committee and it is an important Committee, I would prefer that it be the action of the meeting rather than an appointed Committee. The Committee will probably conclude its labors within the next 24 hours and submit its report, if possible; but I want it to be the action of the meeting and not an appointed Committee.

MR. WALKER: Mr. President, as I remember it, it was the sense of our meeting last night when we drafted this slate, that we would recommend the names of those various gentlemen and that they were to be approved by the Convention as a whole, the Committee on By-Laws and Constitution to report back to this body either this afternoon or to-morrow morning. I think that is right.

MR. PRESCOTT: I have no desire to interfere at all with the intense democracy of the gentleman on the other side of the room, so I will withdraw my proposition.

THE CHAIRMAN: What will you do with recommendation made by the Committee on this Committee on Constitution and By-Laws? It is moved and seconded that the recommendation of the Committee be adopted.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: In accordance with the motion a ballot has been cast and that Committee is duly elected. The Ways and Means Committee. The recommendation is as follows: Joseph J. Little, Chairman, New York; J. F. Havey, New York; Mr. Crawford, New York; Mr. Clark, Newark, N. J.; Mr. McCoy, New York. That is the recommendation for the Committee.

MR. MAUNE: The employees of the League will consist pretty largely of the feminine gender. We have as a member of our League a lady whom we all respect and admire and who is a thorough business

woman. I think it would be a graceful act on our part to accord some position in the National League to Mrs. Weiss. If it is possible to do that I would mention her name and propose her name be added to the Ways and Means Committee, not so much for any activity which we may expect from her, which she would certainly give us, but as a compliment to her sex and to her womanhood.

MR. MCCOY: I withdraw my name from the Committee and suggest the name of Mrs. Weiss.

MR. CARROLL: I don't see why it is necessary for Mr. McCoy to withdraw his name. That Committee isn't fixed as to numbers. Six would constitute a better committee than five. When you consider the contributions which we expect from that Ways and Means Committee, the more we have on it, the better.

THE CHAIRMAN: If there is no objection I will add the name of Mrs. Lillian de M. Weiss and put that forward as the recommendation of the Organization Committee. What will you do with the recommendation of the Organization Committee on this Ways and Means Committee? Of course all this matter will come under the Constitution and By-Laws and there will probably be appointed Committees next year, approved by the organization; but this year we have to take an unusual course.

MR. WALKER: I move that the recommendation of the Committee as amended be accepted and the due course followed.

MR. BERRY: I second the motion.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: I declare the Ways and Means Committee as stated elected.

The next Committee in order is the Joint Conference Committee. The suggestions on the Joint Conference Committee are as follows:

President of the Printers' League and Treasurer of the Printers' League; President of the Bookbinders' Association; President of the Electrotypers' League; President of the International Typographical Union; President of the International Printing Pressmen and Assistants' Union; President of the Brotherhood of Bookbinders; President of the International Stereotypers' and Electrotypers' Association. This is put through as a Joint Conference Committee, and as you will notice

provides for four representatives from the Employing printers' side and four representatives from the International Union side. This is to take up naturally all conferences of a national character.

MR. CARROLL: Mr. President, I rise to a question of information. Wouldn't it be rather unnecessary for us to suggest on that Conference Committee other than our own membership? The other people of the Conference Committee could name their side and we name our side. It might be they don't want to name those particular men. We have named the men we would like on the Conference Committee, but so far as they are concerned they may desire to nominate someone else.

MR. BERRY: I can see the point that Mr. Carroll has made is a very good one. I think that the Joint Conference Committee would be a subject matter which the Committee on Constitution will have to deal with. We in the American Newspaper Publishing Association have a clause which permits of the appointment of proxies to the President, and the President of either organization can appoint his proxy in case he can't attend to the duties himself. I presume that would be attended to by the Constitutional Committee in handling the subject of Joint Conference Committee. They will make that provision for the appointment of proxies in case the President of the respective organizations can't attend to the duties. I think that would be fully covered by the Committee on Constitution. Mr. Carroll's point is certainly one that should be considered by that committee. There is no question in my mind, Mr. Chairman, but what the recommendation of the League or the appointment of the national commission or committee known as the Joint Conference Committee will be appointed because, first, the unions mentioned there have endorsed the policies of the Printers' League; but for the Printers' League here to-day to say that you appoint these people would probably raise a question as to authority. I was going to offer the motion, Mr. Chairman, that the Printers' League instruct its Secretary or President to direct a communication to the presidents of the respective international organizations asking them to accept this appointment by virtue of the fact that their national unions have endorsed the policies of the League, pointing out the object of the Joint Conference Committee, and I think that would—of course as far as I am concerned

I can tell you now I would accept the appointment. Of course the other gentlemen are not here, except Mr. Glocking, and there is no question in my mind but what each international president will accept the selection of this committee and will be willing to accept the provision in your local or national constitution for the appointment of a proxy in case they can't attend to the duty. Our National Convention has adopted the policy of the League and I feel that I have sufficient power to make this statement that I will accept the appointment. If I can't attend to the duties I will appoint a proxy to look after the duties of the international committee on that Committee and I move that the Secretary be instructed to direct a communication to the different presidents of the Labor Unions referred to therein, and request their acceptance of the selection made by this League for a position on the Joint Conference Committee, pointing out the duties which will arise and the formation of this work, and otherwise that the report of the Committee be accepted. I make that as a motion. I want to point out, too, before I sit down, that this is going to be a very important Committee. The educational work between the employer and the employee will be naturally almost exclusively by this Committee, and there is a great amount of educational work necessary on both sides of the house. The employers and the employees have got to co-operate along these educational lines, and this committee will be the one that will handle it. Aside from the educational phase of the situation you are going to also have the responsibility of getting together on labor disputes, which is another big job in itself, and I feel that we should start off on this plan correctly to the end that we may have unlimited success in the promotion of the great work which will fall on the Committee's shoulders. Therefore, I make the motion referred to before, Mr. Chairman.

MR. CARROLL: I think that Mr. Berry and I are trying to reach exactly the same thing, and I think possibly that after what I say Mr. Berry will not insist on his motion. In the first place, *confrères* are appointed by two bodies. We only have the right to appoint our own *confrères*. The other side have the right to appoint their own *confrères* and we would much prefer that their appointment should not be trammelled by even a suggestion from us, so that the result

of the action of those *confrères* should be binding on both parties; therefore, I move you that the names of the Presidents of the labor organization suggested be withdrawn, and that our organization do not attempt to go beyond its own rights in suggesting the names of the men of their organization whom they desire on that conference committee, and leave the organization absolutely free to name their own *confrères*.

MR. MCCOY: I think that the relations and the principles of the League are so well understood by the International Presidents that we could name them upon a committee, and I second Mr. Berry's motion.

MR. BERRY: Mr. Carroll's point is all right; but we want to get the Committee appointed. We want to inform, at least, the different organizations of the fact that we are going to have—I say that because I have almost become a member of the League myself (laughter). It reminds me of the statement I have been making that we have got a home down here for our two tuberculosis affected members of the organization. These Committees should be made to know that such a standing committee is going to be put in existence and that they be called upon to make their appointments in order that the committee might be completed. If you stop by only selecting your members of the committee and don't inform the International Unions that such a Committee is in existence, then you have got no answer from the other side of the house.

MR. CARROLL: Mr. President, may I confer with Mr. Berry for a minute? as I think we can clear this situation up in just a second.

THE CHAIRMAN: Yes. Just one thing before you confer. I would like to state that you understand this is just merely a recommendation of the Organization Committee that a Joint Conference Committee be appointed along the lines taking in the President and Treasurer of the Printers' League of America, of the Bookbinders' League and the Stereotypers & Electrotypers' League. The suggestion was also that they should be offset by the Presidents of the International Typographical Union, the International Printing Pressmen

& Assistants' Union, and the International Brotherhood of Bookbinders and the International Assn. of Electrotypers & Stereotypers.

MR. CARROLL: Would a motion be in order to withdraw those different motions that are now before you; because Mr. Berry and I have agreed now on a motion that will cover the situation.

THE CHAIRMAN: On the makers' and seconders' consent.

MR. PRESCOTT: I move that the whole matter be referred to the Constitution Committee.

THE CHAIRMAN: I think we can settle that, Mr. Prescott.

MR. CARROLL: I move, as a substitute for the various motions now before the house, that the first four names be the Conference Committee appointed on behalf of the Printers' League National Organization; that the Printers' League notify the four organizations of the appointment of their Committee and request those organizations to appoint a Conference Committee to meet that Committee.

MR. BERRY: I second the motion.

MR. PRESCOTT: This matter will have to be in the Constitution, and I think that the Constitution Committee can fix it up satisfactorily with less waste of time than is possible here. Therefore, if I get a seconder, I renew my motion to refer the whole matter to the Constitution Committee.

Motion seconded.

MR. CARROLL: This body has got to elect this Committee and the only people we have got power to elect are the *confrères* whom we have authority to elect. We haven't any authority to elect the last four men there. That is a usurpation of authority on our part. Those people ought to be elected by the labor organizations.

MR. PRESCOTT: But, I submit, Mr. Chairman, that this conference committee will have to have constitutional authority some place. It will have to be provided for in the Constitution, and it is altogether likely that the League will adopt the idea of having the presidents of the various branches its conferees. It will be provided for in the Constitution, and the method of election should be provided for in the Constitution also. The Constitution Committee can simply thresh this matter out and come down with the report. That action is not a usurpation of authority, because the Convention can do what it pleases with the

Constitutional Committee's report. If it recommends certain action and the Convention agrees to it, well and good; and if the Convention does not agree with it, well and good. I think we are simply wasting time here because the committee will have to submit to the action of this Convention anyway.

(Vice-Chairman Berry in the chair.)

THE CHAIRMAN: The question comes on the substitution offered by Delegate Carroll that the League's representatives be selected and that the four International organizations be requested to appoint their *confrères* on the Joint Conference Committee. Is there any further discussion?

MR. LITTLE: I think the gentleman on my left moved that this whole matter be referred to the Committee on Constitution. If so, I think we will have to vote on that.

MR. BERRY: The substitute has been offered by Mr. Carroll.

MR. LITTLE: And I believe the gentleman moved that the whole subject be referred to the Constitution Committee.

MR. BERRY: That would be out of order. We will have to vote down Brother Carroll's substitute of the whole before I can entertain the motion of Mr. Prescott.

MR. MAUNE: I move that the matter be laid on the table for the present.

MR. LITTLE: We haven't adopted, as I understand, a Constitution. How do we know that there will be a provision calling for the committee which we are now trying to elect? Why don't we adopt a Constitution and then, if that is provided in the Constitution that we shall have such a Committee, elect the committee? Why do we elect a committee that will be practically forcing the Constitution Committee to provide such a conference committee to fit the members we have already elected? You are tying their hands.

THE CHAIRMAN: I agree with you, Mr. Little. The constitution will have to be so framed to conform with the action of this Convention. We have already elected a President and the other officers, and it is just as germane to the subject to elect the Conference Com-

mittee now that we have elected the President as it was to elect the President a few minutes ago.

MR. LITTLE: If I had been here I would have raised the same question then as I do now. How in the world you can elect officers before the Constitution provides that there shall be such officers I don't know.

THE CHAIRMAN: The question comes on the substitution of the whole, offered by Mr. Carroll, to elect the Conference Committee from the League and request the four International Organizations to select their *confrères*.

On a vote being taken the substitute motion was lost.

MR. PRESCOTT: I move that the matter be referred to the Committee on Constitution.

MR. MCCOY: I second the motion.

On a vote being taken the motion was carried.

THE CHAIRMAN: The Constitution Committee will take notice.

(President Francis in the chair.)

THE CHAIRMAN: That action having been taken in this case the following committee, I presume would take the same course.

MR. CARROLL: Evidently the action that has just been taken has invalidated the whole election this morning; and if the contention that has been raised is sound there is not a man who is elected and there is nobody in the chair and you have spent all your learned oratory for the delectation of whom?

MR. MCCOY: It may be that we didn't mean that at all.

MR. LITTLE: The gentleman is entirely wrong. The action already taken will stand, unless you reconsider it. What has been referred to the Constitution Committee is the question of these Committees. That is the subject, and the other, I infer from what has been said, although I was not here, has already been enacted and the officers installed. If so, that does not undo anything that has been done; but it does refer to the Constitution Committee this new phase of the question. It does not go back at all. The gentleman is wool gathering.

THE CHAIRMAN: The next recommendation of this organization

committee is that the Law and Contract Committee be a standing committee—Mr. Edward Carroll, Jr., Chairman; Mr. A. H. McQuilkin and Mr. Edwin S. Ives. I presume that should take the same course and I will entertain a motion to refer that to the Constitution Committee.

MR. VAN WART: I make that motion.

MR. MCCOY: I second the motion.

On a vote being taken the motion was unanimously carried.

MR. PRESCOTT: It is now a quarter past twelve and I understand there is a trolley ride on. Are you going to have luncheon before or afterwards? What is the time for reconvening—2.30?

THE CHAIRMAN: Yes.

MR. PRESCOTT: I move that we adjourn.

MR. HOME: I second the motion.

THE CHAIRMAN: Before putting that motion I would like to say this: that there is an automobile ride—rubber-neck ride—to take place at 1 o'clock to-day. 34 have signified their intention of taking this ride and we are obligated for 50. We would like some of them to come to the front—about 16 more and fill out the blank places. The Convention stands adjourned until 2.30 p. m.

Adjourned until 2.30 p. m.

Thursday Afternoon Session—2.30 p. m.

(President Francis in the chair.)

THE CHAIRMAN: In opening the present session, I would like to read a telegram directed to the President of the Printers' League: "Accident delays my presence. Best success for Convention. Gustav Zeese, Albany, N. Y."

Our progame this afternoon is a continuation of our speaking; but before going on with that I want to speak in regard to the banquet. At the entrance of the banquet hall will be an alphabtical list of those who are attending, and opposite their names will be the number of the table they occupy. By looking at this list you will know just exactly where to go. The chairman of the tables are requested to call for mail in the office before they leaves the Convention.

The next speaker in order is Mr. Prescott. I am going to ask him to make a few remarks to the body here assembled. (Applause.)

MR. PRESCOTT: Mr. Chairman and Gentlemen. When the Secretary wrote asking me to undertake to speak on a subject before this meeting I declined; but I see that I am on the programme, which indicates that while the President is a very liberal and democratic sort of person, the Secretary of the organization is inclined to be somewhat tyrannical. I believe the subject they assigned me was the Trade Press and the Printers' League.

I don't believe the League has any reason to complain of the attitude of the trade press toward it, and I don't think it should have reason to complain. The press has been very liberal in its treatment of the League, and I am rather inclined to think that it is because the press feels that something like the League is necessary.

When a proposition like the League comes before a trade paper, what does it do? It handles it, or should handle it, as nearly as possible as it would a question about a certain kind of ink or a certain machine. It investigates the situation, or endeavors to do so, and sees that the proposition is in keeping with what would seem to be the progress of the craft. Now let us see what the situation is in the printing business. If the trade paper happens to be situated in Chicago, its editor would go over to the Ben Franklin Club office and see the gentleman there, to find out a few things about the trade. The officers of the Ben Franklin Club, which is possibly the largest employing printers' association in

the world, having 200 members, would tell the editor that more than one-half of the printing done in the City of Chicago is done below cost. He would also tell him that of the six or seven hundred men engaged in the printing business in that city bankers say there are not more than one dozen who have any financial standing in the community. If he were to ask the president or the secretary how many printing establishments had been in business for 25 years continuously, he would tell him not more than three or four. If he asked him where several printing establishments are that were well known—almost household words—25 years ago, he would tell you that they were out of business; that the Donnelleys and Rand-McNally's were still in business, but that they owed their success, not to printing, but to the fact they had become publishers. Now, in this day and age, when capital is supposed to receive magnificent returns, that would indicate a rather sick industry. The seventh industry in magnitude of all the industries in the United States—there is no money in it, so there must be something wrong.

Now the trade paper has to consider several elements. It has the subscriber to think of; it has the social or trade welfare to think of, and it also has the advertiser to think of. Business men as a general rule, rather pride themselves on being conservative. They don't like to advocate a thing that is new or untried for fear they will be regarded as queer, which rather militates against their standing as sound, conservative business men. And so the paper has to be rather careful as to what it is doing. It has to make sure that it is not proposing or is not supporting a proposition which is at all dangerous. If it is what we call radical nowadays, and rather advanced in ideas, it has got to be pretty sure the proposition is sound and that the ultimate result will be of great benefit.

What does it find when it looks further afield? It finds that all over the world the same complaint is made regarding the printing business;—that men are doing work for less than actual cost. As an illustration: In England, recently, there was a job given out something like our Voters' List—it had to be done in a hurry and went to several offices. Subsequently the account had to be viséd by a judge and they appointed for this purpose a young attorney as judge *pro temp*. There was such a disparity in the charges for the same work that he inquired as to what the conditions were, and on finding that the conditions were practically the same he said the disparity in the prices for this work was so great that it was *prima facie* evidence of fraud, and he refused to visé the bill, sending the matter to the authorities for investigation. Any person connected with the printing business would believe that that was quite natural. If it was not reasonable, it certainly was the practice of the trade; so we have to conclude that there is a lack of business capac-

ity in the printing office somewhere. The idea of men doing work for less than cost and doing it generally and all over the world, certainly proves that there is a lack of business capacity. But still the trade goes on! Still it prospers; but it is prosperous and exists on account of the intrinsic value of the work it does rather than on account of the management of the captains of the industry.

Then we look around, and we find what else? Why, we find that all around the trade there is a community of interests—the community of interest spirit prevails. If you want to buy paper you are up against the community of interests idea; if you want to buy type you are up against the community of interests idea. And what is the condition among the employing printers? Why, competition in its fiercest form; competition in a form that would certainly have gratified the most ferocious adherents of the old school of political economy.

We find there is waste in the printing business also. There are organizations of employers who devote their time principally to creating a community of interests to meet the community of interests that is all around. Why not? Some employers are devoting their energies to the business of alienating a very large element in the trade by ostracizing labor. Then we have other organizations—the Ben Franklin Clubs—which eschew any consideration of the labor problem. That seems to me, and it would seem to the trade paper, to be a mistake. Here is labor, the greatest factor in production. It is said sixty to seventy per cent. of the cost of production is rooted in labor. Why should not that element be considered? And when organizations that have fought labor have considered—what has been the result? The trade paper would find the history for the last 25 years, speaking nationally, to be about this: In 1887 the compositors wanted 9 hours. The employers got together, and for the first time in America formed an effective national organization, and the compositors were defeated. The union was repulsed and came as near being blown out of the water as it was possible for an organization to be. And what happened next? The very next year the unions began to remedy their mistakes. They began to strengthen themselves and by 1893 they were in a position to compel adherence to the 9-hour law. But other things intervened. There was a panic of that year and the introduction of machines, which largely demoralized the trade, speaking from the workers' standpoint. But the fact remains that the organizations were strengthened, and out of that fight of 1887 against the union we find six years later a stronger and better equipped organization. But when business began to revive, and when the trade was settled after the revolution caused by the introduction of machines, we find the 9-hour law to be in operation; so you see that the struggle of 1887 was just so much economic waste. Then we came along to

a later period and we found another struggle, in 1906, about the 8-hour day. Enormous sums of money were lost in that struggle. The men suffered, and so did the employers. There was a great waste in the trade and the result was what? That the principle of the 8-hour day is recognized, as it was bound to be recognized, and we have nothing but the waste and the ill feeling and the warfare as the result.

That is one element of waste. There is wastefulness in other places; but here is one element of waste. Here comes the proposition of the Printers' League to the trade paper. It says, "We are going to co-operate with labor; we are going to eliminate this waste." Now let us see if it can be done, and how the trade paper would view the situation; because you know the trade paper has an economic question before it and ought to dissect and analyze it just as it would any other problem, as one trade paper I know of did in the 1896 struggle. It didn't, on account of its sympathies take a position; but it went to political economists and laid the situation before them and asked what they thought of the position of the paper's position and the position was endorsed by the economists.

The League proposes to co-operate with the unions. It proposes to eliminate that waste, and the trade paper says, "So far so good." Now, what is the objection? The principal objection is that the League presupposes collective bargaining. The owner and editor of the trade paper may be disposed to favor collective bargaining. He may have been trained in a school that held it as a favorite theory, so perhaps it would not be wise for him to go on his own judgment, but go outside and find from the experts what they think of collective bargaining. And he does; he goes to the American Economic Association, composed of the professors of economics and political science of over 300 universities, and what do they say? At a meeting held a few years ago that assemblage almost unanimously stood opposed to collective bargaining. They were opposed to it for the reason that it contemplated and comprehended the closed shop. They discussed the matter for several days. Now, what was the conclusion they came to? They were opposed to the closed shop for sentimental and academic reasons and they were in favor of collective bargaining for substantial reasons; so the ultimate result of that discussion was that the economic association went on record as favoring collective bargaining for the reason that the advantage to society was so great it completely overwhelmed the sentimental and academic reasons they had for opposing the closed shop.

The trade paper would be justified in taking a judgment from such

a body as that. It was not a body of labor men; it was not a body of trades unionists; it was a body of men who investigate labor conditions, who investigate commercial conditions; and it was their deliberate opinion that in our complex state of society the only fair way to handle the wage issue was through the medium of collective bargaining.

Now, what does the League propose to do? The League proposes to go to the union and say, "We want to do business with you and we want to make you partners, not particularly for the advantage of this local union or this local League—we want to do some work for the trade, we want to elevate the craft." And that is the business of the trade paper—to elevate the craft. When the trade paper looks around at the printing field it sees the Publishers' Association—the National Association of Publishers—doing business with exactly the same unions as the League has to deal with, and it finds that during a period of seven years there has not been a single conflict; that the unions have lived up to their contract and that the disputes that have hitherto cost the newspaper publishers hundreds and thousands and millions of dollars are settled in conference. We also find that the League favors arbitration. A good many of the members of the unions are opposed to arbitration. But what is the almost invariable result when an employer's organization and a worker's agree to settle their disputes by arbitration? The invariable result is that they do not arbitrate; they settle by conference. And after an experience of three or four years the publishers and the unions have eliminated the arbitrator and now every dispute is settled by conferees, three representing one side and three the other. So the trade paper sees that it is possible to settle these wage disputes through conferences on the basis that the League wishes to have such disputes settled. Then the trade paper, if it has a little imagination can see other things. There are abuses in the trade than can be remedied, not by one section of the trade, not by one faction; but by all factions. The unions, for instance, can do much good for the trade generally that it is beyond the power of the employers to do; and, acting in co-operation, these elements will get to understand each other better.

In the printing trades the unions are now growing so powerful that there is a danger of them becoming tyrannical. Each year sees more questionable regulations adopted by the unions, which indicates the growing power of unionism. It is folly to be surprised at such manifestations. It is the natural—almost inevitable—outcome of treating the producers as pariahs. That policy is the real mother of radical unionism.

I don't profess to be able to say much about the national field; but I do know that in one local union the non-union men under its jurisdiction are out of the union not because the employers want to keep them out, but on account of the short-sighted policy of that particular union, and I believe if the union pursued a more liberal policy almost every man would join it. We must remember that the unions are becoming more attractive to non-union men. Take, for instance, Chicago—there a man 60 years of age, incapacitated from setting type, draws a pension of \$7.00 a week. That sort of thing is a strong magnet to a man who is working for a daily wage that will support him but half decently.

There are any number of ways in which the workers should be made to understand the trade better. They are inclined to think every employer is making money. Because here and there they see a man prosperous, they say they are all prosperous; and the natural result is that they will make propositions as to wages and conditions that are intolerable and that will in the end be hurtful to the craft. Not that the unions wish to hurt the trade; but owing to the fact that the employers have not come in touch with them they frequently do things that are more hurtful than beneficial.

The trade paper sees that if this League proposition could be made workable and any number of people were to go into it, that it would eliminate waste; that warfare, to some extent, would cease, and there would be a common purpose in elevating the craft—a common purpose among employers and employees. Therefore the trade paper is friendly toward the League proposition. It is the duty of the trade paper to give a fair show to any proposition of this kind, because it tends, as I said, to elevate trade; it tends to bring about a discussion—a free and fair discussion—of trade conditions; and I am sure much of our trouble would disappear if we only knew all the conditions surrounding the trade. Of course the paper cannot expect to reap any particular advantage from an advocacy of a scheme like the League scheme; but it is the duty of the paper to support the measure as best it can and to help all those who are endeavoring to reform rotten conditions, and the editor or publisher must be content with the knowledge that he is doing his duty to the best of his ability and according to his light. (Applause.)

THE CHAIRMAN: I am very sure we have listened with a great deal of interest to Mr. Prescott's remarks. It has been quite an instruction to myself, and I presume to the rest of the parties here present. We fail to look at those kind of things from the point of view of the party who owns the trade paper. We pass it over and

don't think about it. Mr. Prescott has explained it so well that we can now look at it from their side as well as from our own.

I am going to make a little departure from the speaking this afternoon in inviting Mr. James A. Crombie, President of the Machinists' Branch, I. T. U. No. 6, to speak to us for a few minutes.

MR. CROMBIE: Mr. Chairman and Gentlemen: I am not going to take up much of your time. I have wanted for a long time to get acquainted with employing printers. I have had to do it in the past by going from one shop to the other. I did not know what the object of the Printers' League was until I attended the sessions of this Convention; but several of the things I wanted to say to the employing printers I find out that they already know, and it will be unnecessary for me to say them. I listened yesterday to an address to this Convention on the apprenticeship question. That is one of the things I have a hobby on. You gentlemen heard the address yesterday regarding the teaching of the printing trade to a boy in a printing office. You heard expressed what a difficult problem it was. If it be difficult to teach a boy the printing trade I want to ask you gentlemen if you will consider how much harder it must be to teach a boy the machinist's trade in the printing office. We are a small body; but you will agree with me that we are important. Most of you gentlemen look to your profits from the product of type setting machines. The men whom I represent are the masters of those machines. You gentlemen are financially interested in the equipment of plants that will range in cost up to hundreds of thousands of dollars and you turn those plants over to those machinists to look after, and it seems to me you have neglected your duty in some ways. You don't seem to get in touch with the machinist or to know him. You turn over your property to him and leave it to him to handle the responsibility and you don't get next to your machinist.

I don't see the men whom I saw here yesterday that I have wanted for some time to take a rap at, and that is the supply men. They will go into the office and tell the employing printer that this or that attachment will do certain things, and the printer will turn around to the machinist and expect him to make it do what the supply man told him it would do. I wish you gentlemen would take into consideration these two things. You must figure out that your plants are equipped with an enormous amount of machinery. Most of this machinery is delicate machinery. The boys whom you train to-day are going to be the men who will take care of that machinery in the future, and how can you expect the machinery to be well cared for in

a few years if you take a boy into your office and tell him to look at that machine for four years and then he will be competent to take care of it. If you will follow me you will agree with me that the ranks must be filled in some way; but if you block them up with the body of printing office mechanics you will find out that other men will not be attracted to this trade who otherwise would be. What our endeavor has been is to attract men from the machine shops to take up this special branch of machinery, and I trust you gentlemen understand, and by the way you expressed yesterday your proposition for handling the apprenticeship question I think you do, and I hope when you go into the apprenticeship question you will try to figure out how impracticable it is to turn out good mechanics to look after your machines in the printing shop, and I hope when you have the supply man come in you won't listen altogether to what he says, but take the matter up with the mechanic.

As far as the agreements with employing printers go I believe that President Tole of Typographical Union No. 6 will speak along those lines and that International President Lynch will speak along those lines. We are a branch of Typographical Union No. 6 and make all our agreements through them; but those are little things I wanted for a long time to point out to the employing printers—the apprenticeship question in particular, and on the other hand supply house men, when they tell you that attachments to machines will do certain things, when the mechanics whom you are entrusting your machinery to knows that they will not do such things, and I want you to consider those things, and when you buy something consider the man who is going to make it work and I will assure you that the mechanics in this town—you haven't heard much from them—but the type setting machinists have done something with themselves. We have been protecting your interests and we feel that you have been too busy to do it. We have been spending our money to overcome some of the things which, if I pointed them out to you, would alarm you. Your plants are equipped with a great many thousands of dollars worth of machinery and your regular man is off and you haven't the least idea who is going to run that plant to-morrow. That is one of the things I worry about. I want to say in a week I will average 135 days' work—135 situations that I have covered. It sometimes gives me a nervous headache to try to cover the situation and meet the demand and handle that machinery, especially when I am forced to take incompetent apprentices, and they are thrown on me because they have been four years in a printing office, and I have to go to you men and tell you they are incompetent; and the very office that turns out

this apprentice boy would be the first one to bar him. We have a great many competent men in this city and they have got together and we are trying to stop this incompetency and the only way we can do it is to ask you men to try to deal with the question. We would like to become better acquainted with you. When you have any intricate machinery that you want to have explained to you, if you employing printers will just go and talk to the mechanists in charge of your type setting machines you will gain considerable knowledge and information.

Now we have in the market, under cover to-day perhaps, in New York City ten or fifteen different typesetting machines. The inventors are working on them in attics, down in cellars and everywhere; and, gentlemen, it makes me sit down and think where we will get the men to handle them when they come in. Some of them are enormous and wonderful things; and if you insist on forcing us to take boys who have stayed around a printing office for four years and give them cards and make them card holders I don't know what we are going to come to when this enormous amount of machinery comes in to be handled. If a man can't build a machine he can't properly take care of it. You will hear that disputed in some cases and hear some men say, "This man looks after that plant and he is not a mechanic." Of course he does for six months. He does run it for about six months and then it costs from six hundred to six thousand dollars to rebuild it.

Now, if you will accept my thanks for the attention you have given me I believe that I have pointed out the main things that I wanted to point out—the two main features I want to bring forth, and that is the apprenticeship curse and the supply man curse, and I want to assure you that the typesetting machinists in New York are looking out for your interests. I have men come to me every day telling me that their proprietor says such and such a thing can be done, and I immediately call a conference of the best mechanics in the city and talk it over and see if it can be done. Mr. Chairman and gentlemen, in your executive committee in session I want to have you take up, if you will, the apprenticeship question and the supply house man curse, and I want to make a special and earnest request for employing printers to get next in their every day life to the men who handle their machinery. I thank you Mr. Chairman. (Applause.)

THE CHAIRMAN: There is no doubt but what there is a great deal of good thought in what Mr. Crombie has said.

I don't like to talk too much personally but I took this matter up sometime ago. I saw that there was a lack of competence in machinists

and as I had the linotype and was working along that line I took my own son and put him in the linotype factory for a sufficient length of time to get a pretty good insight into the machinery of the linotype so that he can make adjustments on the linotype in case I had no workman to do it. I merely mention this because there is a lack of good machinists in our offices and when we find that a good man has left we have a great deal of trouble to replace him with another good man. I know cases where our office alone has had ten or twelve men before we could get the kind we wanted; but most of those incompetents last in our place about 24 hours and then they get out pretty quick.

We haven't much time to spare on account of the banquet taking place this evening and we know that a large number want to go home and get back again; but before closing we would like to hear from Mr. Hamm of Chicago in regard to how the League is received in Chicago or any other point that he may like to bring forward.

MR. HAMM: I was not expecting this, gentlemen. I had not expected to be here really. I just got in last evening and came up; but I am glad to make a few statements regarding Chicago and the League. We have had a new scale proposed to us by a typographical union some two or three months ago, and we have organized an employers printing association to take it up with them. A committee was appointed to negotiate a new scale to go into effect October 1st. During our deliberations Mr. Francis came on there and met us several times and we talked over the League question and we all now seem inclined to take it up. In fact at the last meeting of the association the committee that was appointed to draft the By-Laws and Constitution directed that the committee be continued in order to give them an opportunity to see what was going to be done here and a report will be made to this Committee after this Convention, and it will then be decided upon what lines the Chicago printers will organize.

We have all had these books that have been distributed here and all the members have had them for some little time and I haven't heard much if any opposition to the plan outlined in the booklet. There may be some changes, as I understand it, from those that are now printed. I was on the Committee and am on the Committee now that is preparing or is to prepare the By-Laws and Constitution for our association, and there were some things that some of the committee thought might be changed. I don't know what the plans are here and I am very anxious to see just what is going to be done.

THE CHAIRMAN: If I may interrupt Mr. Hamm just a moment I will state that the Committee on By-Laws and Constitution was appointed this morning to report to-morrow morning and that this draft of a constitution is just merely a suggestion and has never been put in action and was merely put up because we had to put something up to consider.

MR. HAMM: We organized our association and we have, I think, 90 members, which comprise, Mr. Nott stated—the President of the Union—comprised 95% of the membership of Chicago. I was on the Conference Committee with the Employers' Association that handled the new scale, and I must say that I never served on a committee that met a committee from the Union where there was so little trouble in getting together, and I found the Union men there quite different from what we really expected. We had no trouble at all. As was stated here by Mr. Prescott, I think the great trouble is the one side doesn't know the side of the other. The union man don't know exactly the position of the employer and don't understand fully the difficulties they were under and we also found things that they had that we didn't know, and after talking it over two or three weeks we didn't have any trouble in getting together, and as I say, I think that our association there is in favor of some such organization as the Employers' League whereby we can get together with all of them. I really think that by doing that it will save a great deal of waste for both sides.

I don't know that there is anything more that I can say. I am obliged to you for your attention. (Applause.)

THE CHAIRMAN: I think we have heard from Chicago in pretty good shape to-day, and Chicago seems to be pretty well advanced. As a local organization it seems to have taken a stronger stand than we have done in New York. In other words, our organization, which came together on the spur of the moment, almost, has obtained such a hold upon the Union classification in Chicago that they report 95 out of 100 per cent. of the union element employed in the commercial printing offices in Chicago. I think that is a wonderful record. It is about the most wonderful record that I have ever known in my experience of 40 years in the printing business, or over.

As we have heard from Chicago and as we have heard very largely from parties who have been interested and closely allied with

the Printers' League, I think we would like to hear now on the same line, that is the line of the trade paper, from one who has been in the councils of the printers for many years, who is well known in New York, but hasn't been affiliated with the Printers' League movement, and yet has observed from an outsider's standpoint. I refer to our friend Mr. Clyde Oswald. I think we would like to hear his views on the Printers' League.

MR. OSWALD: Mr. President and Gentlemen, I go to a good many conventions, and I usually sit in some discomfort as my time comes, because I have something on my mind to say. That has not been my experience here, because I came as a non-participant and to hear what should be said here and what you were about to do. I have been connected with organization movements of the printing trade for nearly 20 years and I know something about its history; and I realize possibly as much as anybody here, and may be more so—except possibly Mr. Little—just what a great change has come about. I think Mr. Little was at a convention that I attended in Nashville 12 years ago, when a representative of the Union came and wanted to have a conference, and his proposition was rejected because one of the speakers said that that would be merely an entering wedge and we didn't want any entering wedge, and his views were very largely seconded by those who were present. That was the time when suggestions for betterment of Union conditions wouldn't even be considered. What a difference between that time and the present! Not only on the part of the employers, but also on the part of the employees. Then it was a time of force on both sides and we never had a conference in regard to increase of wages or the betterment of shop conditions but what it was one in which the big stick was waved on both sides, and the Union idea was one of opposition to the interests of the employers. Anything to do the boss 15 years ago very largely prevailed; and that statement of Emerson's to the effect that there is that within us which enables us to view with equanimity the worst misfortunes of our friends very largely prevailed on both sides. But the change has come very largely in the last few years from your organization, and I wish it success and hope it will be as great a success as some of you believe, and which, I confess, I can't quite see in the immediate future, but I hope it will come in time. And there is one thing you can depend upon thoroughly, and that is that you will have the full co-operation of the trades press. In the printing trade I believe that every one of the papers are devoted to the best interests of the trade. As the

employing printers get closer to Trade Unionists, I hope they will learn one thing that they very greatly need to learn, and that is to get the best price for the product. I never heard of a Union man cutting his price—neither did you. In fact, it is a continuous increase in price. There is a manufacturer who tells me that when he wants to get a job done he sends out for six estimates, and if they are uniform he sends out for six more, and then six more. You don't find any such conditions prevailing among union men. They always get the price they require, and the next time they come they want a bigger price, and that is a good thing to learn. (Applause.)

THE CHAIRMAN: Gentlemen of the Convention, Mr. Oswald's remarks remind me of a little incident that occurred some few years ago, when the Board of Trade was in pretty good trim and was getting along flourishingly in New York City. An estimate came from the New York Printing Pressmen's Union for a souvenir to be gotten out in better shape than anything that had been gotten out previously. There were two other printers in New York and myself on the proposition. We knew this, and we got together. I had made out my figures and the other two had not when we came together, and I laid mine face down on the table and I said, "Now you boys make your figures and I will put them down for you." The result was that, though there was quite some difference in the items, the matter being about \$1,000, their figures were within \$25 of the figure that I had already made. Now I said, "There is one proposition that I want to make on this matter, and that is that we write the same letter or quote the same price and the same conditions exactly in the same language," and we did. The next morning we received a visit from the Chairman of the Committee—I did myself. He came to me and he said, "Here, do you see this letter? We received exactly the same letter from every member that we asked to bid." He said, "I think I will go out and get some more bids." I said, "Oh no, you won't, oh no." I said, "If a member of your organization came into my shop and wanted a job, I would ask him how much he wanted and he would quote the scale. If another member came in he would quote the scale, and if another fellow came in he would quote the scale too." I said, "It is a poor rule that don't work both ways. We have quoted the scale. We have not taken

any unfair advantage over you; we went over this thing in square shape, we made a fair figure and on your own proposition you have got to pay it." He left the job in my shop. (Laughter.)

Now, you see where Unionism strikes one way it ought to strike the other way, and I know numbers of estimates that have gone out from Unions and they have fished around for the lowest bid; but it is not altogether a square deal on their own proposition. What they ought to get is a fair price and then put it out. That merely illustrates exactly what Mr. Oswald was saying, and it certainly had its effect. The argument went very well and we received a fair compensation for our work; there was no less in it and there was no extra profit in it. It was a fair price.

I know we were very much pleased to hear from Mr. Oswald and his remarks will have weight with our people.

In just a short talk we would like to hear from another one who has been very much interested in this movement along the trades press line, and I know you will all be pleased to hear from Mr. McCoy. (Applause.)

MR. MCCOY: After listening to Mr. Prescott of "The Inland Printer" and Mr. Oswald of "The American Printer" I feel as if I could say hardly anything for the trade press in addition to what they have said. I believe we are all philanthropists and do a lot for any movement in the trade, and I think you can depend—where any movement is looking towards stimulating in the trade amicable agreement between any section of the trade which will improve business and make the industry profitable—you can depend on the trade papers. I am certain that with the three papers that were represented in the talks here to-day you will find that to be the case. The paper of Mr. Oswald and the paper of Mr. Prescott and my own, "The Printing Trade News"—each one of us in the past has proven that we are interested in the industry. It is our desire to see it prosperous, and from that motive, if from no other, we are inclined to be very philanthropic and beneficent so far as the giving of space for any movement such as the Printers' League has outlined for its benefit. I thank you, gentlemen. (Applause.)

THE CHAIRMAN: Gentlemen, it is now twenty minutes to five, and, as some of our members have quite a distance to go, I think we will close this session to meet promptly at 10 o'clock to-morrow morning.

MR. MAUNE: I would like to see a motion passed thanking the trade press for their kind efforts in our behalf and recognizing what has been done in the past. That is about all I would say. Of course, I have my individual opinion. I make a motion to that effect.

MR. CARROLL: I second that motion.

MR. MAUNE: We might well give the names of the papers, "The Inland Printer, "The American Printer" and "The Printing Trade News"—the newsiest of all papers.

THE CHAIRMAN: There are others that have given us quite considerable space; but they are not here to-day.

MR. LITTLE: Put it those three and others.

THE CHAIRMAN: I think it would be well to say so.

MR. HOME: I would like very well if with the names of the trade papers you would couple the names of the men who were with us yesterday and thank them for what they have done for us.

THE CHAIRMAN: We will include them in the same motion.

On a vote being taken the motion was carried.

THE CHAIRMAN: In closing this session I want to call your attention to the fact that we shall sit down at the dinner certainly not later than half-past seven. If you are not here at half-past seven you will find us started on our journey of a meal. Seven o'clock is the time designated, and whether you happen to be here or not we will have to start, because we have some speakers here to-night, and I want to get through so as to get some sleep and get back here promptly to-morrow morning at 10 o'clock. Please don't forget that the alphabetical list will be on the door and each member can see the number of the table to which they are assigned on that alphabetical list. I thank you for your attention and now declare this session of the Convention closed until 10 o'clock to-morrow morning.

Friday morning session.

The meeting was called to order at 11 a. m.

(President Francis in the chair.)

THE CHAIRMAN: Gentlemen, we will take up the report of the Committee on Constitution and By-Laws.

MR. CARROLL: Mr. President and Gentlemen: As Chairman of the Committee on Constitution and By-Laws, I desire to say that the Committee was unable, on account of the duties on the floor here yesterday, to devote the time to the consideration of the Constitution and By-Laws that it would otherwise have been able to do. We, however, devoted what time we could to it, and, as you will see on hearing this report, we have adopted, as nearly as possible, those portions of the Constitution of the New York branch which we thought applicable to a National branch. Many of the suggestions in regard to the National organization contained in the little yellow book we considered inapplicable and as too stringent. I will read the report, and, while we realize its inadequacy, yet we consider that it would be better to have the Convention express its opinion on the subject than for us to rush through a report. We have endeavored to make it as broadly applicable as possible and to leave to the local organizations all the power that could possibly be held by them without in any way giving up their adherence to the principles of this League, because we don't want anybody affiliated with us who does not endorse our principles. That was the spirit in which this Committee made up the report. I am sorry to say only three of the five were present. Two members were not present and we didn't have the benefit of their advice.

CONSTITUTION AND BY-LAWS
of the
PRINTERS' LEAGUE OF AMERICA.

ARTICLE I.

Name.

This Organization shall be known as the PRINTERS' LEAGUE OF AMERICA.

ARTICLE II.

Objects of the League.

Section 1. General Object.—The purpose of this League is to abolish in the printing and allied trades the system of making individual labor contracts and to introduce the more equitable system of forming collective labor contracts.

Sec. 2. Special Object.—It is also the object of this League to establish, in conjunction with representatives of the employees' Unions the necessary organ for collective negotiations, and to defend the common interests of the employers' members thereof; furthermore to do what is possible to establish local and national Common Trade Courts for the adjustment of points in dispute under existing contracts.

Sec. 3.—To prevent by mutual consultation and conciliation all strikes or strife between employer and employee, and, as a means thereto, to use the methods embodied in Sections 1 and 2, and to make agreements that, if impossible to harmonize any matter, it shall be arbitrated by an expert or experts in the business who is not or are not at the time interested; the decision of such arbitrator or arbitrators to be binding on all parties thereto.

Sec. 4.—To formulate and to put into action a Council of Adjustment and Redress for the equitable and intelligent settlement of all grievances of whatsoever nature arising between employers

and employees, or between employers only, who are members of the Printers' League of America, such Council to be known as a Trade Court and Court of Honor. The manner of formation to be determined by the local branch affected at a regular or special meeting, which will appoint a committee to confer with the employees' Unions who are parties to any agreements made, and that committee to be given power toward such formation, their acts to be sanctioned by the respective organizations to which the committees belong, and to be binding on such organizations.

ARTICLE III.

Members.

Section 1.—Any person employing Union labor and endorsing Article II hereof who owns or represents wholly or in part a printing or allied trade establishment in North America may become a member of this League.

ARTICLE IV.

Officers and Committees.

Section 1.—The officers shall consist of a President, First Vice-President, Second Vice-President, Secretary and a Treasurer.

Sec. 2.—The officers just named and the committees named in Secs. 3, 4 and 5 of this Article shall serve for a period of one year or until their successors are elected and installed.

Sec. 3.—An Executive Committee consisting of four members and the President, First Vice-President, Second Vice-President, Secretary and the Treasurer shall be elected.

Sec. 4.—A Conference Committee consisting of four members shall be elected.

Sec. 5.—A Law Committee consisting of five members shall be elected.

Sec. 6.—The officers and committees mentioned in this Article IV shall be elected by ballot.

Sec. 7.—Vacancies in the officers' ranks shall be filled by the action of the Executive Committee.

Sec. 8.—Vacancies in elected committees shall be filled by the committees themselves.

ARTICLE V.

Functions of the Officers and Committees.

Section 1.—The officers shall perform the duties usually incumbent on such officers.

Sec. 2.—The Executive Committee shall perform the functions generally pertaining to such Committee, and shall in especial forward the objects of this League as stated in Article II.

Sec. 3.—The Conference Committee shall endeavor to and shall confer with like Committee or Committees from the International Unions of the employees for the purpose of composing any difference or differences that may arise or for the purpose of devising ways and means for craft betterment.

Sec. 4.—It shall be the duty of the Ways and Means Committee to suggest methods for providing funds whereby the aims and objects of this League may be made effective and its business conducted.

Sec. 5.—The Law and Contracts Committee shall give the League the benefit of its investigations and opinion upon all contracts proposed between the League and international labor organizations when called upon so to do.

ARTICLE VI.

Revenue.

Section 1.—To be supplied by Ways and Means Committee.

ARTICLE VII.

Annual and Special Meetings.

Section 1.—The League shall assemble in Convention annually at

such time and place as its Executive Committee may name upon at least sixty days' notice in writing to its members.

Sec. 2.—Special meetings may be called upon a majority referendum vote of its members.

Sec. 3.—The Executive, Conference, Ways and Means, and Law and Contracts Committees shall determine their own times and places of meeting.

ARTICLE VIII.

The order of business at each regular meeting shall be as follows:

1. Calling of the Roll.
2. Reading and Adoption of the Minutes.
3. Reports of Officers.
4. Reports of the Standing Committees.
5. Reports of Special Committees.
6. Presentation of Resolutions.
7. Special Business. (At Special Meetings the Special Business shall be taken up immediately after the Roll Call.)
8. New Business.
9. Election of Officers.
10. Adjournment.

ARTICLE IX.

Quorum.

(To be decided by meeting.)

ARTICLE X.

Amendments.

The Constitution or By-Laws may be amended upon thirty days' written or printed notice of the proposed amendment at any annual or special meeting by a majority vote of those present at the meeting.

Such notice to be addressed in writing to the President and

Secretary of the League, whose duty it shall be to mail such notice to the League's members.

Respectfully submitted,

EDWARD CARROLL, JR., Chairman;
W. B. PRESCOTT,
T. A. RAISBECK."

I don't think, gentlemen, that it is necessary for me now to say anything more on that subject. I will be very glad, in the discussion, to answer any inquiries as to why we adopted the particular form of the Constitution that we did adopt. I prefaced it by stating my reasons, and therefore needn't repeat them now.

THE CHAIRMAN: You have heard the reading of the report of the Committee. What shall we do with it?

MR. HAMM: I would like to ask what provision has been made for the exclusive bookbinder.

MR. PRESCOTT: I move that the report be received and considered seriatim.

Motion seconded

THE CHAIRMAN: It has been moved and seconded that the report be received and considered seriatim.

MR. CARROLL: I suppose I may as well read it Article by Article.

THE CHAIRMAN: I will put the motion first.

MR. CARROLL: Oh, I beg your pardon.

On a vote being taken the motion was unanimously carried.

MR. CARROLL: Article I is as follows:

Name.

This organization shall be known as the Printers' League of America.

THE CHAIRMAN: If there are no objections we will consider that clause passed.

MR. CARROLL: Article II is as follows:

Objects of the League.

Section 1. General Object.—The purpose of this League is to abolish in the printing and allied trades the system of making individual labor contracts and to introduce the more equitable system of forming collective labor contracts.

THE CHAIRMAN: Gentlemen, I wish to say to those present of the Unions that if there are any suggestions which their experience may show to be beneficial to both sides that they are not to feel slow about saying so; because we would like their experiences as well as our own to go into this Constitution, as it affects both sides. If there is no objection to the section as read we will consider it passed.

MR. CARROLL: Section 2 reads as follows:

Sec. 2. Special Object.—It is also the object of this League to establish, in conjunction with the representatives of the employees' Unions, the necessary organ for collective negotiations, and to defend the common interests of the employers' members thereof; furthermore, to do what is possible to establish local and national Common Trade Courts for the adjustment of points in dispute under existing contracts.

THE CHAIRMAN: If there are no objections we will consider that passed.

MR. CARROLL: Section 3 is as follows:

Sec. 3.—To prevent by mutual consultation and conciliation all strikes or strife between employer and employee, and, as a means thereto, to use the methods embodied in Sections 1 and 2, and to make agreements that, if impossible to harmonize any matter, it shall be arbitrated by an expert or experts in the business who is not or are not at the time interested; the decision of such arbitrator or arbitrators to be binding on all parties.

THE CHAIRMAN: There being no objections, the section will be adopted.

MR. CARROLL: Section 4 is as follows:

Sec. 4.—To formulate and to put into action a Council of Adjustment and Redress for the equitable and intelligent settlement

of all grievances of whatsoever nature arising between employers and employees, or between employers only, who are members of the Printers' League of America, such council to be known as a Trade Court and Court of Honor. The manner of formation to be determined by the local branch affected at a regular or special meeting, which will appoint a committee to confer with the employees' Unions who are parties to any agreements made and that committee to be given power toward such formation; their acts to be sanctioned by the respective organizations to which the committees belong, and to be binding on such organizations.

THE CHAIRMAN: If there are no objections to that section we will consider it passed.

MR. PRECOTT: I want to call Mr. Hamm's attention to the fact that Sec. 1 specifies that the allied trades shall cover the bookbinders.

THE CHAIRMAN: Sec. 1 of that article?

MR. PRESCOTT: Yes.

MR. CARROLL: Article III is as follows:

Members.

Section 1.—Any person employing Union labor and endorsing Article II hereof who owns or represents wholly or in part a printing or allied trade establishment in North America may become a member of this League.

MR. HOECK: I would like to ask in this connection if a shop employs Union men and is forced to use also non-Union men, which might easily happen, is it excluded from becoming a member of this League—the owner of the shop.

THE CHAIRMAN: I don't so understand it. If the Unions can't furnish the men, they accept the situation and make Union men out of the non-Union men where they can. That is up to them. We would like to hear from Mr. Lynch on that.

MR. LYNCH: I don't understand just what you want to know from me, Mr. President.

THE CHAIRMAN: The question has come up that supposing conditions should arise whereby it would be impossible to get a sufficient

number of Union men to do the work and there were some non-Union men who could be had, whether the employer would be, as Mr. Hoeck says, refused membership by this organization on that account. For myself I should say no; because those conditions have been here in New York and have always been settled by mutual understanding.

MR. LYNCH: I should say not, too. I don't see why he should be excluded; most assuredly not.

THE CHAIRMAN: Is that satisfactory, Mr. Hoeck?

MR. HOECK: Yes, sir.

MR. CARROLL: Article IV is as follows:

Officers and Committees.

Section 1.—The officers shall consist of a President, First Vice-President, Second Vice-President, Secretary and a Treasurer.

Sec. 2.—The officers just named and the committees named in Secs. 3, 4 and 5 of this Article shall serve for a period of one year or until their successors are elected and installed.

Sec. 3.—An Executive Committee consisting of four members and the President, First Vice-President, Second Vice-President, Secretary and the Treasurer shall be elected.

Sec. 4.—A Conference Committee consisting of four members shall be elected.

Sec. 5.—A Law Committee consisting of five members shall be elected.

Sec. 6.—The officers and committees mentioned in this Article IV shall be elected by ballot.

Sec. 7.—Vacancies in the officers' ranks shall be filled by the action of the Executive Committee.

Sec. 8.—Vacancies in elected committees shall be filled by the committees themselves.

MR. SCHROEDER: Have you provided for any special committees which might be appointed by the President, and in which case, no

doubt, they would only serve until such business has been accomplished.

THE CHAIRMAN: Meetings can always do that. They always have that power.

MR. PRESCOTT: The Committee took the view that the Convention would adopt By-Laws to govern itself and to provide for the appointment of such committees.

MR. HAMM: In place of referring to those various sections for the committees and officers I suggest that they be repeated, and the little space that it would take would make very little difference.

THE CHAIRMAN: I understand Mr. Hamm wants to separate the officers from the committees and make two sections of it.

MR. HAMM: Yes, sir.

MR. COATES: I think that is quite clear enough to me. I think until their successors have been installed—you don't know what time may intervene between the election and the installation of officers.

THE CHAIRMAN: There being no opposition, this Article with its various sections is considered passed.

MR. CARROLL: Article V is as follows:

Functions of the Officers and Committees.

Section 1.—The officers shall perform the duties usually incumbent on such officers.

Sec. 2.—The Executive Committee shall perform the functions generally pertaining to such committee, and shall in especial forward the objects of this League as stated in Article II.

Sec. 3.—The Conference Committee shall endeavor to and shall confer with like Committee or Committees from the International Unions of the employees for the purpose of composing any difference or differences that may arise or for the purpose of devising ways and means for craft betterment.

Sec. 4.—It shall be the duty of the Ways and Means Committee to suggest methods for providing funds whereby the aims and objects of this League may be made effective and its business conducted.

Sec. 5.—The Law and Contracts Committee shall give the League

the benefit of its investigations and opinion upon all contracts proposed between the League and International Labor Organizations when called upon to do so.

THE CHAIRMAN: There being no opposition this Article and its sections is passed.

MR. CARROLL: Article VI "Revenue"—the section is to be supplied by the Ways and Means Committee.

Article VII is as follows:

Annual and Special Meetings.

Section 1.—The League shall assemble in Convention annually at such time and place as its Executive Committee may name upon at least sixty days' notice in writing to its members.

Sec. 2.—Special Meetings may be called upon a majority referendum vote of its members.

Sec. 3.—The Executive, Conference, Ways and Means, and Law and Contracts Committees shall determine their own times and places of meeting.

THE CHAIRMAN: If there is no objection we will consider Article VII passed.

MR. CARROLL: Article VIII is as follows:

The order of business at each regular meeting shall be as follows:

1. Calling of the Roll.
2. Reading and Adoption of the Minutes.
3. Reports of Officers.
4. Reports of the Standing Committees.
5. Reports of Special Committees.
6. Presentation of Resolutions.
7. Special Business. (At Special Meetings the Special Business shall be taken up immediately after the Roll Call.)
8. New Business.
9. Election of Officers.
10. Adjournment.

THE CHAIRMAN: If there is no objection we will consider Article VIII passed.

MR. CARROLL: Article IX, "Quorum," is to be decided by the meeting.

THE CHAIRMAN: If there is no objection we will consider Article IX passed.

MR. CARROLL: Article X is as follows:

Amendments.

The Constitution or By-Laws may be amended upon thirty days' written or printed notice of the proposed amendment at any annual or special meeting by a majority vote of those present at the meeting.

Such notice to be addressed in writing to the President and Secretary of the League whose duty it shall be to mail such notice to the League's members.

MR. MCCOY: Should there be some provision as to the organization of branch Leagues as to the number of printers that would be required in the organization of a local branch?

THE CHAIRMAN: In our little book you will notice how to form a local branch of the Printers' League of America, and in that you could cover the whole ground by just merely taking that. It says, "The New York branch started with four members, jumped to 15 and 24 and is to-day the only association worthy of the name in the city." That, of course, means dealing with labor.

MR. CARROLL: Since we have finished with this, I have a motion to make that I think will meet the views of Mr. McCoy and probably the other gentlemen. This, as I have stated again and again, is a tentative Constitution. But in order to proceed regularly I ask action on Article X.

THE CHAIRMAN: I would suggest that two-thirds be inserted there.

MR. MAUNE: I move that it be a two-third vote.

Motion seconded.

MR. PRESCOTT: I am very much opposed to the amendment. In fact, I would rather favor leaving this Constitution to be amended

as easily as possible. It is a tentative proposition and we anticipate building up an organization, the next Convention of which will be composed of men who have entirely different conceptions on some of the things than we have, and they will be the organization. I am opposed to anyone here adopting a regulation which will tend to bind others. With our little knowledge of this idea we should at least give an open and fair field to those who come after us and who will constitute the real League.

MR. HAMM: My ideas are in accord with Mr. Prescott's. I should think we would leave it open so that we can change it whenever we see fit and as easily as possible.

MR. SCHROEDER: I think it is a very unwise thing to leave a constitution in such a shape that it could not be amended in case of emergency. I believe that if at any time a question of amendment of a contract should come up and two-thirds of the gentlemen present constituted a quorum and could pass an amendment, I do not believe that any organization could exist if an amendment could be created which would be derogatory to any of the other parties interested in the affair. A house divided against itself must fall; and I don't know even that it is wise to leave a matter in such a shape that it could not be amended for any reason which might come up. Some unforeseen things might come up, which would require amendment before any action could be taken at all, and if you should have to wait six or nine months before such an amendment could be passed it would put the organization into a position where it would be tied hand and foot or at least where members would have to be brought from all parts of the country to attend. I should think at least we could trust it to the good will of our members who have launched the organization and who certainly have nothing but the best interests of the organization at heart to not provide any amendment which would not be in accord with the spirit of the entire organization, and I believe some action should be had by which no amendment could be passed in the way suggested.

MR. MINES: Would it be in order for me to make a suggestion?

THE CHAIRMAN: Yes, sir.

MR. MINES: My suggestion would be along the lines, after the adjournment of this Convention, in the event that something should arise to cover the other locations of the country, could it not be in the province of the Board of Directors elected now by this Convention to submit the proposed amendment to a referendum of the membership throughout the country of the Printers' League and have them vote on it within a certain time, and if it is carried, or whatever this Convention shall decide is necessary, then put it into the Constitution as an amendment.

(Mr. Berry in the chair.)

MR. CARROLL: I have stated to Mr. Francis, who immediately occupied the chair before Mr. Berry, that it was my purpose, as soon as this report was acted on, to make a motion. I am going to make a motion along very much the lines that Mr. Mines suggested. I am going to make a motion for the appointment of a permanent committee, or at least for the appointment of a Committee on Constitution and By-Laws, which Committee shall have a life of one year; that this Committee shall receive communications from various people; that the Constitution and By-Laws adopted at this Convention shall be sent to them, and we will receive suggestions from them; that then the Committee will make its report to the officers, and that the officers be instructed to send out the Constitution and By-Laws thus arrived at to every member and get a referendum vote thereon. I want this thing right, and I don't believe that it is a fair thing to impose on three men the duty of drawing up inside of 8 hours a Constitution for an organization such as I believe this is going to be. I don't think it is fair. I don't mean that any injustice was meant; but I don't feel for one that I am competent to look far enough into the future, and I don't believe that unaided—and I am speaking when I say "I" for my brethren on this Committee—I don't feel that we want to take the responsibility at this time of putting into definite shape this Constitution. It is a tentative Constitution, and we want the advice of everybody on the subject; and as soon as this matter is passed I am going to make a motion along those lines.

MR. MAUNE: In view of the discussion and attention that has

been given by the Chairman of the Committee, I will, with the consent of the seconder, withdraw my motion.

MR. HOECK: I consent.

THE CHAIRMAN: There seems to be nothing else on the question of the Constitution with the exception of one thing. We will pass that section as the others. There is one thought that has occurred to me since—or rather it was suggested to me by the Secretary. Special meetings may be called by a majority referendum vote of these meetings. It does not provide for some sudden emergency by which the President should call together these meetings. There may be times when you couldn't get hold of this Committee and extremely necessary to call a meeting together. I don't like to speak personally; but I think the power ought to be in the hands of the President of the organization to call that meeting.

MR. SCHROEDER: I move that such a clause be inserted, that the President shall have the right to call special meetings and then, if you like, in case of business or absence or inability of the President such a meeting shall be called by any three or four members of the Board of Directors, or however you have it arranged.

MR. CARROLL: Section 2 of Article VII.

THE CHAIRMAN: My suggestion would be that special meetings may be called by a majority referendum vote, or in case of emergency, by the President.

MR. CARROLL: Or by the President of the Executive Committee.

MR. PRESCOTT: I think a good deal of time is being wasted upon special meetings. I don't recall that the Typographical Union in 50 years has had a special meeting.

THE CHAIRMAN: How is that, Mr. Lynch? How have you been affected by special meetings?

MR. LYNCH: We have no special meetings.

THE CHAIRMAN: You don't find it necessary in the International?

MR. LYNCH: No, sir; we have had no special Conventions that I know of. Mr. Prescott is a much older man than I am, but I don't think he can recall any. Our Executive Council handles the matters that arise between Conventions, and submits its report to the Convention.

MR. CARROLL: Now, gentlemen, you have heard the report as a whole—

MR. PRESCOTT: Mr. Chairman, a Chicago employer, reading the Constitution, raised an objection that under its terms he might be bound to deal with the Union of hoisting engineers. He just employs one such man in his shop, say, and he thought that the provisions should be made plain to show that dealing with Unions of the printing trade is contemplated and in Section 2 of Article II it reads, "and it is also the object of this League to establish in conjunction with the representatives of the employees' unions." I move we insert after the word "Unions" the words: "of the printing and allied trades."

MR. HAMM: I second the motion.

THE CHAIRMAN: If there are no objections we will consider that passed unanimously.

MR. CARROLL: Has action been taken on this report in any such manner that other business can be proceeded with?

THE CHAIRMAN: I think we ought to put the matter up as a whole.

MR. CARROLL: I move that the report be adopted as a whole.

MR. HOECK: I second the motion.

MR. MCCOY: Was that question of a quorum settled?

THE CHAIRMAN: No, it has been left open.

MR. MCCOY: Shall we settle that now and adopt it as a whole?

MR. CARROLL: I have stated at some length why the question of a quorum can't be settled at this moment, and I think it would be a very arbitrary piece of work on our part, representing as we do, so small a number, to attempt to settle this quorum question. In the first place, the quorum question is dependent on the representation question—who shall constitute the national body, how the delegates shall be elected, how many delegates shall be selected from each side and whether the delegates shall be elected on account of numerical superiority only or on account of investment of capital. All of those questions have got to be settled before the quorum question can be reached.

THE CHAIRMAN: Is that satisfactory, Mr. McCoy?

MR. MCCOY: Yes.

THE CHAIRMAN: The question is on the adoption of this Constitution and By-Laws as being the Constitution and By-Laws of the Printers' League of America as a national body. The question is called for on the motion.

On a vote being taken the motion was carried unanimously.

MR. CARROLL: Mr. President, I move the election of a Committee of seven by this meeting on Constitution and By-Laws, the Committee to take this tentative Constitution adopted at this meeting, to send it to the members of the Printers' League with a request to receive from them their suggestions as to a definitive Constitution, then for the Committee to go through those suggestions, redraft a Constitution and submit that Constitution in printed form for further action. I don't think that we ought to leave this matter in the incomplete and chaotic state that I believe it is in now. At present I see a skeleton without very much flesh on its bones and the nerve centers I don't see there at all. The nerve center has got to be supplied by the Ways and Means Committee. I make that motion.

MR. HOECK: I would ask if this Committee of Seven is to report at the next annual meeting or prior to that?

MR. CARROLL: I think it ought to report before that. It was in my mind that we would take a referendum on it.

THE CHAIRMAN: May I just indicate that the motion, not being seconded, is not properly before the house?

MR. HAMM: I will second the motion.

MR. PRESCOTT: I move to amend the motion by making it the duty of the Committee to report to the next Convention. I consider that a Convention of an organization in the formative state can do better work in developing the Constitution under the guidance of the Committee of Seven than they can by a referendum vote, unless the referendum vote is arranged by section and by clause. After all, I don't know that we are in such a bad way simply because we haven't got a Constitution. If we had a big organization and no Constitution we would be better off. In the meantime what we have is sufficient for us to go out and do a little propaganda work and the organizations we will form during the year will not make any complaint because we have a large and unwieldy Constitution, so, therefore, if this Committee gets sug-

gestions and separates the good from the bad it will start in the right way, and the next Convention will be able probably to put up a mighty good Constitution. I dissent from the point of view that a few men should sit down and draft a Constitution for the government of others. I believe Constitutions should be builded as organizations go along.

MR. HOECK: I second the amendment.

MR. CARROLL: I am willing to accept the amendment.

THE CHAIRMAN: The question, then, is on the amendment for its adoption. The resolution now stands to report at the next regular meeting—a Committee of Seven to be elected at this meeting—and to report at the next regular meeting a Constitution.

MR. MCCOY: Report on *a* Constitution, or *changes* in the *present Constitution*. I consider that this is our Constitution. We are going to work for a year under this one.

THE CHAIRMAN: I should say that it would be to report a Constitution; because this Constitution is in effect until the other Constitution is taken up and considered. It may be an entire change from this; but at the same time it will be a Constitution. I don't understand that it is intended that it shall be an amendment to this Constitution; but a Constitution entirely rewritten in accordance with the suggestions that may be obtained from various members of the organization by this Committee.

MR. MINES: I understand that this Constitution is going to be adopted and cannot be changed until the next Convention of the Printers' League? Is that the intention?

THE CHAIRMAN: That is the question for this organization to decide.

MR. MINES: Perhaps the laws that would now be adopted might be found in the course of organization throughout the year to hamper, as it were, or tie the hands of the Printers' League in organizing some sections of the country, and I believe that there could be some way devised by this Convention that in the course of going around and trying to organize other sections of the country, if they found that other sections of the country raised objection to the present laws, and if the Board of Directors found that laws could be framed

between now and the next Convention which would permit them to organize certain sections of the country, that there could be some system of submitting a law that would provide for spreading the organization and submitting to the referendum vote of the members now present and have it embodied in the Constitution before next Session and therefore bring in the other sections of the country.

MR. PRESCOTT: Mr. Mines seems to be running away with the idea that this is one of those elaborately constructed Constitutions such as they have in old organizations. It is not. Locals have the fullest possible freedom. The Constitution simply sets forth the aims and objects of the League in a general way, and a few regulations to govern the officers. It does not interfere with the local branch doing any particular thing, and until the Ways and Means Committee reports on "Revenue" there is nothing in the Constitution which will affect the locals except the statement of aims and objects.

THE CHAIRMAN: Are you ready for the question? The question comes upon the election of a committee of seven for the preparation of a Constitution which will take the place of this one after being passed by the next regular session.

MR. LYNCH: I think that is where you are making a most grave error. I believe you should adopt what you have got right now and call it a Constitution, and appoint a committee to consider amendments or changes to be made a year from now. It seems to me that this the movement which initiates the Printers' League of America in its broad sense, and that it should enunciate its principles in a Constitution and abide by them, and not announce tentative principles that will come up a year from now for further consideration and will cause master printers throughout the country to wait until they see what the League is going to do. I think we ought to announce what it is going to do now and appoint a committee to consider further changes in amendments and report those amendments a year from now; but not to say that the Constitution was not adopted, but will be adopted a year from now. I think that would be a most grievous error to commit.

MR. CARROLL: I understand that this constitution has been adopted, and that is the constitution of the Printers' League of

America. I ask for the appointment of a committee and if I do not make myself clear I regret it exceedingly, to consider amendments to be proposed at the coming annual convention.

THE CHAIRMAN: I believe I stated the matter wrong. The motion then as it stands at present is that the report be adopted as a whole. It was seconded and unanimously carried. Mr. Carroll then moved for the election of a committee of seven on Constitution and By-Laws to take this constitution adopted at this meeting, to send it to the members of the Printers' League and to receive suggestions from them for the formation of a definitive constitution, the committee to go over the suggestions received and submit a perfected constitution at the next meeting. The motion was seconded by Mr. Home.

MR. CARROLL: Let me re-word that. I move that this convention elect a committee of seven to be known as the Committee on Constitution, which committee shall submit to the members of the Printers' League of America the constitution this day adopted; that such committee ask for suggestions from said members in the nature of amendments, and that it report on such proposed amendment at the next annual convention. I think that covers it.

THE CHAIRMAN: You have heard the motion as restated. Are there any further remarks?

MR. VAN WART: I wish to say at this time that it seems to me that we have spent a session here this morning giving the utmost care and consideration—deliberate consideration—to the whole matter that we have been working upon. I quite agree with Mr. Lynch that we have taken action this morning which I think is most commendable. I think we know what we want. We have said so. Why, then should we take any action that when it appears in the record will not be clear to those who read it? They cannot judge exactly of the circumstances as we can who are here this morning. I am afraid gentlemen that if the motion that our worthy Chairman of the Committee on Constitution just made prevails we will add to the uncertainties. We will have enough of them in the future. Why should we leave any room for doubt by appointing such a committee? May we not safely negative the proposition and leave it without any committee at all? If any suggestions are to be made they will

come; you can't keep them back; and there are officers who can receive them. They will appear through some channel at the next convention. If they are urgent they will be acted upon. Why not let our action of this morning stand? It seems to me we are wasting a great deal of time on the consideration of a constitution. I beg you to let the action stand with all due respect to my colleague on the committee who has just made this motion. I trust we shall negative the proposition.

MR. CARROLL: Mr. Chairman and Gentlemen, the Committee on Constitution I think is unwilling to go before the members of this League as having evolved a complete constitution. It has not been able to do it for several reasons. The constitution as it now stands is absolutely inadequate in several particulars. We have not had the data nor the recommendations from the Committee on Ways and Means which renders that constitution complete. That is one thing. The question of representation and delegation has absolutely not been determined. The work is not finished. You have got to have somebody finish this thing and the committee can't finish it in eight hours. The other committee has not reported at all, and no committee on delegations has yet been appointed—no committee on representation. Now, it is important that this work be continued. The constitution so far passed is adopted. This is the constitution of the Printers' League of America, but it is not as yet complete—we know it is not complete. The Committee knows it and the committee had to leave certain vital factors of that constitution incomplete for the simple reason that it wanted information that it could not get. I do earnestly hope that my motion may prevail.

MR. VAN WART: I move you, sir, that this Committee on Constitution be continued to perfect their work, if they see fit; that what has been done stands, but continue the committee.

THE SECRETARY: Is that a substitute motion?

MR. CARROLL: It has got to stand until it has been revoked by this convention. We are asking for the opportunity of completing what we have done so far.

MR. SCHROEDER: Mr. Chairman, I was going before Mr. Van Wart spoke to suggest this: I think it is merely a misunderstanding

of the real intention, and that is why I thought that these words might serve the purpose in regard to this Committee being appointed, whose duty it would be to confer and consider any amendment to the constitution which might at any future time be submitted by any member of the League, and submit same to the League which might at any time convene in the future for the purpose of passing such amendment.

MR. CARROLL: I want the committee to have power to reject, if you please, nonsensical suggestions, or suggestions that the committee does not think of any weight or that wouldn't add to the force and dignity of this organization, and then anybody else has got a perfect right—the committee will inform them right away whether or not they propose to consider favorably their suggestions, and if they don't propose to do so the man has the alternative of proposing the amendment himself. Amendments don't have to emanate from this committee; but this committee wants to formulate something. It wants to sift this matter and get the benefit of the suggestions of the members of this whole organization.

THE CHAIRMAN: There is only one question before the house—that is the original motion. Neither Mr. Van Wart's nor Mr. Schroeder's motion has been seconded. I will ask you whether you are ready for the question under the original motion?

MR. SCHROEDER: I only made it as a suggestion and not as a motion.

THE CHAIRMAN: Is there any second to Mr. Van Wart's motion? Then it comes on the original motion that a committee of seven shall be elected for the purpose of receiving suggestions for amendments to the constitution. I think that states it about as plainly as can be, and I should like it to be sure in that sense.

On a vote being taken the motion was carried by a vote of 7 to 3.

THE CHAIRMAN: Gentlemen, it is now pretty close to 1 o'clock and our last session will begin at 2.30. The first order of business at the convening of the last session will be the confirmation of the election of officers and the naming of the committees.

MR. MCCOY: Don't you think there is so little work in the confirmation of the officers already elected and the election of those two

committee that we could do that now and leave the rest to the afternoon?

MR. PRESCOTT: The Ways and Means Committee will have to come.

THE CHAIRMAN: I think perhaps we might finish this out and then go on to a few speeches at the close.

MR. MCCOY: I move we proceed with that policy.

THE CHAIRMAN: If there is no objection we will continue; and the first proposition that I will entertain will be to confirm the election of officers under the Constitution as adopted.

MR. MCCOY: I move that the officers and committees elected yesterday be confirmed.

MR. MAUNE: I second the motion.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: We have one or two more things to finish in the matter of business, and Mr. McCoy has requested that we go on with the business. At the same time a request has come to the desk. We have waited for some time to hear from Mr. Lynch and his confrere, Mr. Tole. If you can curb your appetities for a half hour they would like to be heard now. (Applause.)

MR. MAUNE: As they are very busy men I hope that the request will be granted.

THE CHAIRMAN: From what I can see, I think this is a request that is unanimously received. I have heard Mr. Lynch before. He is a man of sound good sense and I think that the employers can learn something from his experience of organizations and also from his experience in regard to the methods which we have adopted.

MR. LYNCH: Mr. President and Gentlemen, I promise you at the start that you won't have to wait for your luncheon for half an hour as far as I am concerned. I don't intend to occupy very much of your time. I didn't intend to make any suggestions when I came in here this morning; but when the constitution was up I had one to make that I thought was of vital importance as I consider the success of this institution as of great interest to the printing trade unions and I should like to see it start out here announcing its determination to succeed and basing that determination on principles that would appeal to the employing printers of the country. Not principles that are announced in a half hearted way, or principles that may

be acknowledged by the League as illy-considered and in which they themselves do not believe but principles that they have formulated as the result of experience in like organizations and principles on which they can stand. I think that the principle enunciated in the constitution as adopted in reference to the relations that are to exist between this organization and the printing trade unions throughout the country will appeal to the master printers who have not yet affiliated. Certainly there is plenty of room for this organization. There are some 10,000 printing offices in the United States and Canada and I think that there are a very small proportion of the book and job offices affiliated with the old organization that occupied the field for so many years. I don't believe that any association of master printers formed for the purpose of regulating the business can succeed by announcing that it intends to ignore the trade unions in the field or that it will run the business of its members without any conference or relation with those trades unions and I think the experience of the old organization fully demonstrates the truth of this assertion. Had that organization occupied a position of conciliation and conference toward the trades unions, a great strike would have been avoided and the organization would have been stronger to-day than it was at the time it announced its defiance of the trades unions. The other portion of the field that particularly appeals to you, of course, is the regulation of the business so that the consumer won't have all the benefit. If there is any business in the world in which the adage that "competition is the life of trade" is not true it is in this business. Competition seems to be suicide in this business, and some association should be formed to regulate competition, and in that attempted regulation I believe it will have the support of the printing trades unions and that will be of value in regulating the competition so as to put the book and job trades—the commercial trade on a sound basis. (Applause.)

I was sorry not to get to your banquet last night as I would like to have repeated the statement made at the banquet in Detroit prior to the 8-hour strike. I said then—we were on the eve of the strike, as you remember. The Typothetæ's position was getting more and more menacing, conferences were becoming fewer and the temper of the confreres was becoming worse and it was apparent to all in Detroit that a strike was imminent and only a miracle could prevent it; and I said then to the representatives of the United Typothetæ, among whom were the President and Secretary of that organization, that if we were to put the money we were about to expend in the strike into improving the ability and efficiency of the apprentices in the trade and into the regulation of the prices that the masters them-

selves charged for their work, we would all find ourselves very much further ahead in five years. We spent \$20,000,000 in the great struggle and I think you can all realize what the application of that \$20,000,000 along sound lines would have meant to the commercial end of the business, and I believe that the principles you have enunciated here of conference and conciliation with the unions will carry assurance to the master printers not as yet affiliated that the organization is founded on correct lines and on modern lines and not narrow and bigoted to do business for themselves alone, to conduct their business and deny to all other people the right to have a say as to how their business should be conducted. I believe that such a principle will appeal to hundreds and I might say thousands of master printers who are not now affiliated with no trade organization or with no employers' organization and that this will appeal to them as having been started along correct lines—with which they can affiliate themselves with safety, an association which on the broadest lines and with the broadest principles will work out the problems that from week to week and month to month confront the craft and will work them out where those problems affect the employees and work them out with the great trades unions that embrace those employees—an association that will not attempt to dictate to the International Unions or control the skilled men of the trade who demand, and have the right to demand a voice in the regulation of wages and conditions that obtain in the composing room and the stereotyping room and the press room and other mechanical departments.

As far as the printing trade unions are concerned I believe I voice the sentiment of the five great International Unions when I say they are willing and anxious to confer with some representative body of master printers so that these problems that are confronting us all over the country can be worked out. We believe that we will make more progress and we are of the opinion that the master printers will make more progress if there is some association that will meet where the confreres on the printers' side do not mainly represent themselves. I believe that the men who formulated this association are broad enough and big enough to realize that we are not any of us so independent—that in this business we are dependent on each other, and it is well to get together and work out our salvation to the best interests of all of us, and I think that will appeal to the master printers.

Personally and officially I want to see this organization succeed and I believe you have taken the steps that mean success. Every one of those great International Unions—our own International Union with

its nearly sixty years of history behind it, probably started with a much smaller assemblage than there is here. I doubt that the United Typothetæ had at its first meeting many more present than at this conference. The main thing is to start it right, to enunciate the principles and stand by those principles and gain the confidence of the employers of the trade and the men who work in the trade and the organization which can do that, as I believe you will, is bound to succeed. I know that we wish you success. I believe you have got men big and broad enough, as I have said, to make it a success; and I trust at your next convention that the representatives of the International Unions will be able to address anywhere from 75 to one hundred delegates, representing as many Leagues throughout the country; and that is entirely possible if the proper work is done. I think if the intelligent master printers realize the necessity for an organization such as you have here it will be a benefit to that branch of the industry. God knows it needs some kind of a stimulus. Going through the country when we see it in all its various stages of decay in various cities, as the officers of the International Unions do see it; old houses running down, and some bright individual interests capital in a new house and then in five or six years from now we will go there and find that that has become disrupted. It occurs to me that the trade does need some regulation and some panacea and some organization that will get it together and put it on a safe and sound basis; but I don't believe that any organization will succeed that starts out by saying they will have nothing to do with the men working at the trade or seek their assistance or their co-operation in solving the various problems that come before them.

You have started out on different lines and I trust you will have next year a convention that will impress upon the minds of every employing printer in the country that at least the printers started right and that this is the organization that will absorb all the other organizations of master printers now in the field. I thank you for your attention. (Applause.)

THE CHAIRMAN: Gentlemen I knew you would enjoy and get a great deal of instruction from Mr. Lynch. That is exactly what we expect to do—to take in and absorb all the other organizations of master printers in the country. That is at least what we hope to do and are optimistic in saying so. I have seen some small beginnings myself and we don't always get big at the start. They sometimes grow; and we expect this to grow and flourish and we expect to do business with those we are doing business with, which means the

employee and the employer both, and I know in time we shall grow. I feel positive of it.

I have had quite a little business with gentlemen here present to-day and the business of the local organization here has been very pleasant in its relations. In fact I might say that we have had almost no business to conduct except the making of a contract because the thing has gone along so smoothly that as President of the local organization I have heard almost nothing from No. 6. What little matters that have come up have been settled in our office by our Secretary, Mr. Gregory, and the officers of the Local getting together and not bothering the President or the officers with it at all. It has gone along in just that shape.

I take a great deal of pleasure in calling on Mr. Tole for a few remarks. (Applause.)

MR. TOLE: Mr. Chairman and Gentlemen, I want to apologize for not being able to be at any of the previous meetings as I have been out of town for the last three weeks and I also want to express my regret that I was not able to be present at the banquet last night.

I have been asked to give my views as to the possible effect a closer bond of Union between employer and employee will have on local conditions, and whether the Printers' League idea will remedy some of the evils that exist.

With due respect for your desire to have a large problem discussed from a local point of view, I want to say that I recognize no conditions that are purely local. There are open shops in every printing centre; there are friendly and hostile employers in every jurisdiction. You are cutting prices to meet outside competition, and the Allied Printing Trades Council of Oshkosh writes to us to know what firm in New York can print paper bags and railroad tickets with the Union label. In New York we have strong Unions of compositors and pressmen, and weak Unions of job press feeders and bookbinders. They are all a part of the printing trade which give rise to many problems. These problems are not local, nor recent, nor easy to solve. They are surrounded by mechanical, industrial, economical, political and social influences that must be met and combatted.

In the struggle for supremacy that is now going on between organized capital and organized labor, there are three great forces at work. At the one extreme there are the open shop advocates, who say that the Trades Unions are un-American, a menace to our Republic, and destroyers of our civilization. To bring about the annihilation

of the labor organization they accumulate corruption funds, they maintain lobbies, hire strike breakers, subsidize newspapers, and through injunctions and court proceedings try to tie up the funds of the Unions.

At the other extreme we have the radicals, who declare that industry must organize for the benefit of the people; that wage slavery must be abolished; that there must be no exploitation of the working class; that only through publicly owned monopolies is industrial peace possible. They believe in the Unions as a temporary make-shift, but have placed their trust in political action.

Between these two extremes lies the Printers' League idea, the guiding principle of which is the making of collective instead of individual contracts, and to adjust points in dispute by arbitration through trade courts.

One of the three forces I have mentioned will eventually be victorious, and every man who is interested, whether as a business man, working man, or student of sociology, must accept one of these forces as his weapon to carry on the fight. As President of Typographical Union No. 6, it is not necessary for me to say that I do not favor the open shop. I am also restrained from taking my place among the radicals. As one who desires in his time to do as much good for his fellows as possible I accept the golden middle path—the Printers' League idea—as the most feasible, the most practical and the most modern means for adjusting disputes and regulating conditions in the printing trade.

Having implicit faith in the earnestness and sincerity of the founders of the Printers' League, I believe a closer bond of Union between us will be beneficial. With the League shops named by Union men who feel secure of their positions; for whom the menacing spectre of lower wages and longer hours has no terrors, and with the employer whose ears are deaf to the siren song of the "open shoppers" we have a foundation from which to build a structure that will defy all attacks. With this nucleus in an impenetrable center both the League and the Unions can attack the evils that are a common menace.

The open shop and opposition to the eight-hour day are at the present the Unions' particular problems. Since the beginning of the eight-hour struggle the question of wages never entered the discussion. The leaguers could get good printers for \$21, while the open shops were paying second raters more than the scale. The employers who in 1906, said eight hours meant ruin have nibbled enough off the fifty-four hour week to make us believe they were voluntarily inviting bankruptcy, and when their business since conquers a proud spirit they will discharge the high priced independents and hire good

mechanics at \$21 per week. A well organized Printers' League shop, where the boss and the men are good friends, is the best example we can point to to demonstrate what is possible under an agreement that guarantees peace.

One of the questions that has been the source of sleepless nights and troublesome days to the employing printer is the securing of better prices for your output. The best minds in the trade attended the meetings that were called to regulate prices, but the results were far from satisfactory. Why not try again and invite representatives of the Unions to participate? This is a matter that is of vital interest to us. The one man shop is making job work impossible for the larger offices. The one man shop can be regulated through the Union label. It is situated where the Union label is most in demand. The proprietor is very often guilty of using the label fraudulently and could be put out of business if the Unions had the right sort of co-operation from the organized employer.

Very often we hear that the Unions are driving the work out of town, but when we ask for particular proof of our guilt no answer is forthcoming except that the scale is too high. But we can prove that in chapels where there are a dozen men half of them are getting over the scale. If the New York scale is too high, why are so many men getting more than the Union asks. Now, even if the New York scale were reduced, Bloomfield would manage to get below it to the same extent as at present. Here is where international co-operation is necessary and is being extended, for in the nearby cities of Newark and Jersey City compositors in book and job shops receive the New York scale.

In our efforts to keep work in this city our organizers are constantly interviewing business men, asking them to patronize local printers who grant Union conditions, and leaving lists of the Union shops for guidance. Last year we began an agitation among lawyers who were patronizing out of town printers, and we have on file hundreds of letters wherein many of the leading attorneys of the city promise to reform. More could be done along this line if the League and the Unions would work together. Our officers can give your salesmen many valuable tips, and if the rivalry to secure orders from those whom the Union might influence would not lead to bitterness it would be well to develop a new field of activity, one that would be profitable and keep us so busily engaged that the trifling and petty matters that usually annoy us would be ignored.

There is one local condition that has been the source of controversy during the last year, one that has tested the Printers' League

idea and proved it sound and correct. More than a year ago the Allied Printing Trades Council undertook the regulation of the Union label privileges. To correct the abuses and make the label represent Union work called for drastic measures on the part of the Council. Although the relations between the League and the officers of the Council were at times severely strained, there was that forbearance, and tact, and patience on both sides that gives one faith in the idea; that makes one feel that we are firmly grounded in our endeavor to work together for the common good. With the Printers' League idea firmly established with the employer and the Unions working together everywhere as are the Leagues and Typographical Union No. 6, the employer will regard the men that work for him as partners, and then, perhaps, we will realize that true spirit of co-operation of which the League idea is the germ. We will not be asking each other what the possible effect and closer bond of union between the employer and his men will have on local conditions. We will know, and we will appreciate what it means, because it will be a source of mutual profit. It will guarantee healthful and sanitary work shops, pleasant and profitable employment, a place where the mechanic will take pride in his trade, where the employer will feel proud of his shop and his working force, where the future of the art preservative will be developed and carried to its highest perfection.

The Printers' League is a possible remedy for existing evils, but not alone. It needs the organized mechanic. The two working in harmony can conquer the world. (Applause.)

THE CHAIRMAN: Gentlemen, I believe it is possible, if you will have a little patience, for us to close with this session; and if there are no objections I shall continue the session until we close. I don't think it will take us very long and it will give you a better appetite for your dinner when you get through. We would like to hear from Mr. James J. Freel, President of the International Stereotypers & Electrotypers' Union. (Applause.)

MR. FREEL: Mr. President and members of the Printers' League of America. This happens to be the first opportunity I have ever had to appear before an organization composed of the men who own and operate commercial printing offices. I was very much gratified at being able to be present here this morning and listen to the reading of your constitution. I assure you it made a very deep impression upon me. I had heard considerable about your organization and it satisfied me that the principles that you advocated would, I believe, eventually meet with success and would have a tendency to do away

with many of the troubles that the employing printer at present is concerned with from a labor standpoint.

I would like to say on behalf of our organization that I take great pleasure in extending our congratulations to the Printers' League. We sincerely hope that it will succeed. Not for any selfish reason, because I believe the International organizations in the printing business have all demonstrated their ability to protect the interests of their membership; but for the reason that we are all—all the organizations in the International printing industry are endeavoring to conduct conservative organizations and we are not desirous of asking anything from the employing printer that is unreasonable; but organizations of this character that will take up matters of this kind, I assure you will have the co-operation of the International organizations in preventing unreasonable demands on the part of their membership.

I would like to say that we are heartily in accord with the fundamental principles of the League as I understand them. The fundamental principle of the League is for the general improvement of the entire printing industry; and strange as it may seem I desire to say that our organization—and I am satisfied that all the organizations in the printing industry favor that idea. We are anxious for it and we are willing to give you our co-operation. And let me repeat here that we, the representatives of the International organizations are not in favor of any arbitrary demands being made in the Union or by their membership, and we would gladly co-operate with you so that justice will be done to both sides.

I have read very much about the Printers' League. As I say, I have never had the pleasure of addressing you and I would like to say that in the various trips that it has been necessary for me to make in various parts of the country I have taken pleasure in doing what I could to advocate the principles that you have adopted here to-day. I sincerely hope that you will be successful and I assure you that we will gladly co-operate and that our International organization will do everything to make the Printers' League what it should be and make possible the fundamental object that you are organized for, and that is improvement of the entire industry. I thank you. (Applause.)

THE CHAIRMAN: We have heard from the employers and from the employees to a very great extent during our meetings here, and we have heard some very nice things. We have had an observer here who has been watching these proceedings and is connected with commerce and labor and can tell you more about his connection than I can tell you at the present time; but I notice that he has had a very close eye

upon the movement and I have no doubt but what he can give us some remark that will be most beneficial and useful. I allude to Mr. Bealin.

MR. BEALIN: Mr. Chairman and Gentlemen of the Convention, it gives me great pleasure to be here with you this afternoon and to say a good word for the work in hand. This Convention of yours means a great deal for industrial peace. This organization has already accomplished much and will accomplish yet more. It has broken down prejudices that have been in existence for very many years. It has brought together the men of capital and the men of labor. It has taught one to know the other, and consequently it has created a confidence that means well for the future. Your constitution and by-laws is a grand document. It says that you are to have absolute control of your own affairs; that the men who put money into this business associated with the men who put their intellect and their muscular force are going to continue in peace and in harmony to bring about peace and concord. The question has often been asked, "Well, what about trade agreements? What is the use of making a trade agreement? The binding force is all on one side. There is nothing to guarantee a continuance of the agreement on the other side," and yet, short as has been the existence of the Printers' League the contrary has been demonstrated. Your President has stated, that since there have been trade agreements entered into between the Printers' League and the men who work at the trade there has been peace and harmony; that those agreements have been kept in the letter and in the spirit. It has been evidenced within the last week that this is so. There was a little disagreement, a little misunderstanding—a thing that will arise no matter how well intentioned people are, and we saw with what earnestness the men who were interested came to the rescue and satisfied the demands under their trade agreement. The State Board of Mediation and Arbitration of New York has an earnest desire to see work such as this go ahead. And whenever we have been called in to settle or to take into consideration any difficulties, we have always made it our business in the various localities to try to organize local bodies to take care of the local affairs.

I have in mind recently a little trouble in a neighboring city here up in Westchester County. There was a trouble in the building trade. There was a question as to whether the agreement was binding or not. It was in this way: the Masters' Association that had entered into the agreement with the Trades Unions had for some other reason or another disbanded and yet the men who made the agree-

ment with the Master Builders held that the agreement should hold good inasmuch as the men who made the agreement were still in existence and were working and taking charge of large industries. That matter was submitted to a local board and it was settled to the satisfaction of both parties to the contest. The time has passed when one body of men can say to the satisfaction of the community that there is nothing to arbitrate, that there is nothing to settle, that if you don't like your job you can go out and look for another one. This organization has taken the ground that there is a community of interest and that that community of interest must be kept intact and it must be carried on to the end.

There is a bright future in store for you because of the fact that you are standing for the right. There is a bright future in store for you because you are going to work recognizing the equality of mankind, that you are going on the basis that men who are your employees have a right to say as to the question of wages, as to the shop conditions and other matters affecting their trade. And then again it has been made evident here at this convention that the great International Unions of this trade have a deep interest in the progress of the men who are their employers. The trade conditions that confront them; matters of trying to hold their own against great differences and disadvantages are a matter of concern and consideration in their body. This, to my judgment, means that in the near future we will hear nothing at all of contention in the printers' trade and that throughout the length and breadth of this land that the principles of the Printers' League of the City of New York will become the principles of the master printers and the men who work at the trade. (Applause.)

THE CHAIRMAN: I thank Mr. Bealin very much for his remarks and hurry along to the close. We stopped yesterday on the question of constitution on the election of a Conference Committee. We made some suggestions that were discussed very much because we suggested the whole conference committee—the other side as well as our own. That is all right as a suggestion; but the other side has something to say about it, so we finally dropped it.

THE SECRETARY: I would like to correct the Chair—two parts of the same side; there is no other side to this.

THE CHAIRMAN: I guess the Secretary has got it right. However, they have the right of election of their own part of the Conference Committee if there is a conference. It certainly must be with

two parties to the conference. There must be two sides to the question, otherwise there is no need of a conference. Now our proposition was that the President and Treasurer of the Printers' League of America—Mr. Gregory has inserted the names here but I don't understand that it is correct. My understanding is it is the office that carries that office—it is the office of the President of the Printers' League of America no matter whether he be Charles Francis or Tom Jones. It is the office that carries the position—the President and Treasurer of the Printers' League of America, the President of the Bookbinders' League of the State of New York, and the President of the Electrotypers' & Stereotypers' League of the State of New York. That is the suggestion as named for the Conference Committee and also the other suggestion was made that the Vice President of each League should act as proxies. What is your pleasure with this Committee?

MR. MCCOY: Mr. President, I move that be the Committee of this League on Conference.

MR. CARROLL: I second the motion.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: On the Law and Contract Committee—

MR. MCCOY: I believe in connection with that Joint Conference Board that it is the understanding of this League and it will be so stated in our communication with the International bodies, that the four International representatives on that Joint Conference Board will be those of the compositors, those of the pressmen, those of the electrotypers and those of the bookbinders, making eight in all. Is that right?

THE CHAIRMAN: That would be our preference. I think the persons here present will be able to take care of that end of it.

MR. MCCOY: It must be equal though. Our understanding is, that is to be an equal representation. There is another organization that is classed in the allied trades, and that is the photo-engravers. But the suggestion will be made that the composition of the Joint Conference Board will be the board that I have stated.

THE CHAIRMAN: There is no reason for not increasing that wherever we have occasion to but it is intended that it shall be equal.

THE SECRETARY: If the employing photo-engravers in the City of New York organize there can be no objection, can there, to including them in the amalgamation of the present three Leagues and then this Conference Committee being increased to include representatives from both those branches?

THE CHAIRMAN: It comes under our allied printing trade question. I proceed to the Law & Contract Committee: Mr. Edward Carroll, Jr., Chairman; Mr. A. H. McQuilkin, Mr. John Noltz, Mr. Edwin S. Ives, Mr. G. T. Kolkholt. What will you do with the Law and Contract Committee?

MR. VAN WART: I move for a confirmation of the nomination.

MR. HOME: I second the motion.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: Now comes that Committee which was decided upon this morning, and the suggestion of names that has been handed up to the Chair is as follows: Mr. Little as Chairman, Edward Carroll, Jr., W. B. Prescott of Chicago; H. W. Cherouny, Mr. W. C. Hill, Mr. T. A. Raisbeck, and Mr. Hastie of Chicago. These are just merely suggestions and this was to be an elected committee.

MR. PRESCOTT: I move to substitute the name of Mr. Hamm of Chicago.

THE CHAIRMAN: We may as well do that in place of Mr. Hastie, as he is on another committee.

MR. MCCOY: That is the committee on suggestions for amendment to the constitution nextyear ?

THE CHAIRMAN: Yes.

MR. HOECH: I move the election of the committee as named in the list and that the Secretary be instructed to cast one ballot.

(Motion seconded and carried.)

THE CHAIRMAN: Declared the Committee duly elected.

THE CHAIRMAN: Just before closing I would like to entertain a motion for the recognition of the yeoman work done by the Banquet Committee, the Committee of Arrangements and other Committees connected with the getting up of this Convention, and at the same time I would suggest that the Secretary be not forgotten. (Applause.)

MR. PRESCOTT: Mr. Chairman, I move you that the thanks

of this gathering be tendered the Committees and Officers of the New York branch who have so ably conducted the entertainment and arrangements for the Convention. And in making that motion I wish to say a few words, perhaps, that are not germane. During the Convention two things have been mentioned to me particularly. One was the small attendance, the other was the remark of Mr. Stein last night, in a facetious vein, that No. 6 was all right with the League because it controlled so many members. Now, to some people it looks like an anomaly that Union printers should be members of an employers' association and that they should be enunciating sentiments such as those followed by the League; but it seems to me to be only the consistent and proper thing. Those men were members of Trades Unions years ago, and if you will look at the old records of those Unions—if you will look at their preambles and declarations of principles—you will find that one of the purposes of the Unions was to improve the amenities of life and to bring about a better relation between employer and employee. Those men have moved up to be employers. Their interests are a little different and not on all points the same as the interests of the employees, but with the change of interest they have not changed their principles, and that is the main thing. The fact that a man has been an employee and is now an employer and maintains the same principles and advocates the same methods of adjusting the differences between employer and employee is greatly to his credit and should be easily understood by any person.

The other matter is the small attendance. I am not at all discouraged at the small attendance. Three hundred and some odd people sent in requests for cards. That indicated that throughout this country there were 300 people who intended to come if they could. It indicated quite an interest in the work of this League. Numbers are not always the vital thing; nor do we shape our destinies. Circumstances point the way for us, and the vital thing for us to do is to have our declarations nailed to the mast, and be on the spot when circumstances favor. I remember eleven or twelve years ago there was a dispute between a local trade Union and the newspaper publishers of Chicago. The Union was very arbitrary in its action, according to my opinion. The result was that every newspaper in Chicago suspended publication for three or four days. The general representative of the International Union knew that if he could get in on the ground he might be able to settle the difficulty. He went to a publisher—a member of the International Publishers' Association—in another city and he made the suggestion that this publisher open up communications with the Chicago publisher and suggest that the International official be called in to harmonize the differences. The answer came back from

the Publishers' Association of Chicago that while the official was acceptable to them personally, they would not receive him nor allow him to put his foot inside their offices as an official of a labor organization. That was on Sunday morning. After two or three days of dickering the International representative got in and the men were back at work and the newspapers appearing. On the evening of the first day's work this official took lunch with the superintendent of one of the printing offices and at the lunch they discussed the folly of the publishers in not conferring with one of the officers of the Union because if they had told the officers of the Union of the policy being pursued by the local the difficulty never would have occurred, and at that lunch there were suggested methods by which publishers and the officials of the Union could get together. The superintendent carried the conversation to his employer—the very man who on Sunday morning said that he wouldn't receive an official of an organization—and that germ took root and in a few months this very publisher was advocating what is now the national agreement between the Publishers' Association and the Unions. So you see that we never know exactly what is around the corner. The general situation indicated that nothing was further off on that Sunday morning than that negotiations could be held between the unions and the Publishers' Association, and yet in two months' time the draft of the proposed agreement was out of that publisher's office. So we don't know what Fate has in store for us. All we do know now is that we believe we are right, and if we believe we are right we should stand by our guns. Success, under the circumstances, does not lie in numbers, it does not lie in achievement exactly; it lies in doing what we know to be right and doing it as well as we can. (Applause.)

MR. SCHROEDER: I would like to say that when I first received notification of the organization of this League, it found its way in quite a number of papers on my desk, and not until the day before the banquet did I run across the paper and pay any serious attention to it. I didn't think at that time that I would come up to a meeting that was discussing matters of the kind that we have been discussing here from a humanitarian standpoint. I have been attending meetings of printers' organizations and various other organizations and I have always found that the principle underlying the discussions has been, "What can I accomplish for myself? How am I going to grasp everything for own personal aggrandizement;" and here I have come and I have found that you say you are working from a principle of

humanitarian ideas and that you are looking to that which emanates from the heart and that every man will do what is right under the right circumstances; and I believe that the movement that you have given birth to here will live to be one of the greatest things that history can ever record. I should be perfectly glad to put my shoulder to the wheel and work with you. I like to be in a movement where the heart is taken into account and where a man can be taken for what he is without any question of what he is going to gain personally. I realize that the men who have given birth to this movement will meet with opposition everywhere. There are men who have nothing else to care for who are working for nothing else but money and that they will exert every possible energy to destroy the web which you are building up now for the benefit of mankind.

I believe in the sentiments that have been expressed that the millions of dollars that have been given out for the purpose of fighting one another, conserved and put into a common fund for common benefit will redound to a fabric that you never believed could be possible.

When the poor automobile industry began ten or fifteen years ago and we stood on the corner and looked at the thing as a curiosity, all of a sudden we would see the wheels go around and we looked at the thing in amusement and thought what will that amount to? And to-day what has become of it? Millions upon millions upon millions of dollars invested in that industry in this country alone, and by what? Just adapting the thought of that revolving wheel.

You have branched out into something new. You have grasped hold of that divine spirit which emanates from the heart and you are going to build up the pyramid on such a foundation that has no falling down and I am glad to enroll my name with you. (Applause.)

MR. BERRY: I don't want to see the Secretary and Committee who arranged that banquet shut out of a vote of thanks.

THE CHAIRMAN: It is moved that the thanks of this Convention be extended to the Committee and to the Secretary of our New York organization for the manner in which he has conducted both the sessions here and the banquet and the entertainment.

On a rising vote being taken the motion was unanimously carried.

MR. VAN WART: I would like to offer a motion. It is to this

effect: it seems to me that we have with us a gentleman who has been with us through these proceedings who has filled a very difficult place, and I would like to see some recognition made of the faithful service which he has rendered. As printers we know the difficulties of our own trade and of the different branches. Each branch seems to think that he has enough trouble in that branch and sometimes one occupies a position which is similar to all the branches at once, and I think we have a gentlemen with us who has served us and who has done many of the duties such as fall upon a proofreader or a compositor or the author or writer. I wish that this Convention would signify its appreciation of the faithful services rendered by Mr. F. N. Appelgate, our worthy stenographer. I think his duties are most arduous and I think that we should record our appreciation of his services.

THE CHAIRMAN: It is moved and seconded that a vote of thanks tendered to Mr. Appelgate for his services during the Convention.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: There is just one item of business that has been put up to me. It is an expression of opinion as to the place of holding the next Convention. It is now in the hands of one of the committee.

MR. PRESCOTT: We will take care of that in Chicago. (Applause.) I think that there is only one logical place for the next Convention.

THE CHAIRMAN: We will take it for granted that the consensus of opinion of the body is that the next Convention shall be held in Chicago.

Before closing I would like to hear just a few last words from Mr. Walker. (Applause.)

MR. WALKER: Mr. Shroeder made a remark a little while ago that didn't appeal to me. He said this movement was something new. It is not new. The brotherhood of man and one man's connection with the other, man's best efforts in making his livelihood has existed since and before Christ, and I think we ought not to say it is new. It is simply that we are taking up the old lines, cementing them and making them stronger because we are better educated in this day than we have ever been before.

I remember when I was a student in the Lincoln School in Philadelphia they used to tie my hands behind my back because I couldn't

keep quiet enough. Possibly you folks will want me to tie my tongue after a while because I have a few things to say to you which I think will be good.

Now, I have listened and with a great deal of attention and a great deal of interest to the remarks that have been made as to the employer and employee getting together. I have listened to the remarks of Mr. Berry which I thought very much to the point and delightfully taken, in which he instructed us in the way we ought to make our estimates. He told us that he had sent out for an estimate, which, in his opinion, would call for \$1200 and allow a proper profit to the manufacturer of the product; that he had received estimates from \$400 to \$2200. In his opinion the \$1200 was correct. Now while I have had a good deal of experience—not as a speaker—but a good deal of experience as a man employing those who produce printing, what they ought to produce in a given hour and what we ought to have as employers or representing employers for the amount of money that we receive in return for that product. It was borne into me when I heard Mr. Berry speak that possibly there were two sides to this question. The employer does not always make his estimate correctly, and some of this is due to the fact that he cannot always gauge the amount of work which the employee may produce for the amount of money which is given to him. I want to tell you that I have had, and very recently—now, I don't want to be the fly in the ointment, you understand—but I just want to call attention to this, that we may just as well get down to cold, hard facts. I have had experiences where our day force, if you please, would produce a certain amount of product; our night force would produce about one-half of that, and it would take the entire time of the day force to correct the bad proofs of the men who set the stuff in the first place. Now as to the feeders. I have had a second force, and when the product was finished I had to employ men in the sheet room to throw aside the product of those men who did not properly perform their work. Now, wherein lies the fault? Is it impossible for the employing printer to work two shifts? I have been struggling with two shifts for years. I believe that it is impossible for a man to make money—I mean in any quantity—with the existing overhead expenses, in eight hours a day, and I submit that we should be entitled to competent labor when we pay the price which the Union demands of us and says this is a competent man. This man comes to us, and we soon discover he is not a competent man. He says this is only a temporary matter, you know; it won't last. But I tell you, gentlemen, in the printing business to-day, if we are going to make any money we have got to use two shifts. You can't get away from it. Eight hours for this man, eight hours for that man. I don't want to take anything

away from anybody else, but I insist we must work sixteen hours a day in order to make a success of the printing business. There are in the printing business many overhead expenses, particularly in the City of New York—our rentals, our taxes, and a host of other items—when you sum them up, and when a man tells me he can do business or sixty-five cents a thousand or seventy-five cents a token, he has got to show it to me, because I have got to produce the goods and pay the wages. I think it is wise to drive into the minds of our Union friends the fact that they should produce a class of men who will be willing and perfectly capable of doing the proper work in the printing trade. But as it exists to-day we have a lot of what we call substitutes, if you please—I don't know by what other term to call them—but you have a lot of men that are sent up to us when we require substitutes or additional labor who are in some instances competent but not diligent, and in other instances incompetent.

Now, I want to draw attention to the bookbinders. I am reminded just now of an incident that occurred very lately. We wanted a man to run one of our cover machines. We made application to the Union and secured a man. We looked him over. He was a kind of a clean-cut, nice-looking fellow. "How long have you been in this business?" "Six months." "But you have got a card in the Union." "Oh," he says, "I have been working up in so and so's and I have got a card." I am not bringing that up because of any fault-finding; that is a little thing we can fight out ourselves; but it shows the folly of allowing a man who has only been in business for six months in the printing or binding trade to have a Union card. But a card was issued to him, and he was sent to us, and we told him we objected very strenuously to giving him the position for very obvious and good reasons.

All this is said in good faith, and I think that those of the Union people who know me know that I will work hand in glove with them, but there is one thing that the employer is entitled to, and that is competent labor. Wages are something we can arrange. Mr. Berry has stated that he is going to do things for the apprentices of the future. He is right. And he couldn't do any more—only this: let us take some of those rascals that are hanging around our skirts and shake them up a little bit and make them get busy.

MR. LYNCH: Who was responsible for turning out this class of workman? Did we teach him the trade? Did we hire them as apprentices and outline their apprenticeship? Who was it that turned them out in the first place and hired them as printers? Wasn't it the master printers themselves? They turn out our men on strikes and lockouts—

anything good enough for them—and we are compelled to fight them with their own weapons. And that is the reason they fill these temporary shifts to which you allude and the reason they can't do the work. You are responsible for this condition, not us. You turned out those men. You made use of them to fight their own class with and now they are on our hands and you have got to take care of them.

MR. WALKER: I just want to answer the gentlemen this way: I don't believe there is an individual person connected with any Union—I am not acquainted with the gentleman personally—who is not thoroughly conversant with my position as far as the Unions are concerned. I have always stood up for the fact that a man or boy should be taught his business thoroughly. I didn't come up here to this platform to-day to tell you something that could not be remedied. I tell you something that exists and you know it, as well as—

MR. LYNCH: What are you doing to remedy it? We can tell you what we are doing.

MR. WALKER: We are trying in this way: we are trying to eliminate the incompetent men out of the second shifts, if you please—call it anything you want to; but what we are trying to do is to make each individual who runs a type-setting machine, who corrects a proof, whatever it may be, know thoroughly that particular branch of his business and in addition know the rest of it. Now, I was educated in a small shop—a very small shop. I kicked a press, and I have been kicking a whole lot since; but not along that line. The fact that I want to impress Mr. Lynch with is this: that I am not complaining about the existing condition of things. What I am complaining about is the fact that we are not making sufficient effort to obviate some of the troubles which will bother us in the future.

MR. LYNCH: Who is not making the effort? If you will acknowledge that you are not making the effort—and when I say you I mean the Master Printers—then I have no quarrel with you; but if you try to emphasize your statement that those people to whom you referred as not competent are our fault, then I do take issue with you.

MR. WALKER: I don't believe that there was ever a family of ten children born where there was not at least one or two that hadn't something wrong with them; any corporation may have two out of ten

employees who are incompetent. I have competent employees. I cast no reflection on our men; they are working hand in glove with me to make a great success of the business; but I do say when you gentlemen of the Unions send up a man to me who is incompetent and you give him a card, and you gentlemen of the bookbinders when you send me up a man who has only been in the business six months and give him a card, you are doing wrong, and I am entitled to that statement.

THE CHAIRMAN: I think we have had sufficient of this matter.

MR. MAUNE: I have listened very reluctantly to the remarks made by our worthy and esteemed friend Walker. I can't forget the fact that I have graduated from the case, I can't forget the fact that I have been employing men for forty years. When I find that incompetent man I let him slide. You can't find all abilities confined in one man. He may be good at one thing and not at another. He may be a man who can very rapidly set type and he may be a butcher in setting up his composition. Another man may be slow and yet he would be a very careful character, and so we go; and another man is a good man to put on a brief. The employer must look out for those things, and there are some men—I served seven years in the business—there are some men who came out of a seven-year apprenticeship that we would call in England a duffer. I think this discussion is unfortunate because employers know that they have to contend with incompetence and that they can't get out of it. It is their business to remedy the matter in the best way possible, and I myself agree with Mr. Lynch that we employers are very largely responsible for the present condition of affairs.

MR. BERRY: I will have to protest against the action of the Chair in shutting me off since I was responsible in a measure. I believe Mr. Walker used my name several times in reference to the discriminating in bidding, etc., and I believe that I have a right to say just a few words. I quite agree with Mr. Walker that there are incompetent men. I agree absolutely with Mr. Lynch as to responsibility for those incompetent men; and to answer Mr. Lynch what Mr. Walker is doing to eliminate these incompetent men, I will say that he has been active in attendance at the Printers' League Convention. If the Printers' League was not in existence instead of another organ-

ization which is responsible for the incompetence, then Mr. Lynch or Mr. Walker would not be discussing this subject on the floor. (Applause.)

With the desire and the policies of this League established throughout this continent we will have competent men, Mr. Chairman, and I am going to again throw on the shoulders of the Printers' League the obligation of fulfilling this desire.

Now, the Unions—the Typographical Union and the International Printing Pressmen's Union—have now in the course of operation a technical school for the raising of the standard of journeymen. What journeymen? The journeymen that have been put on the market through the discriminations of the employers who couldn't see two inches from their noses. We are going to raise the standard of efficiency of those men who are being put on the market just as fast as we possibly can, and I agree with Mr. Walker that there is a lot of them that need that education. We are going to put our shoulders to the wheel. A greater demonstration could not be brought to the Convention than the display brought here by Mr. Prescott. We are going to improve those people who have been forced on the market not as the result of the Labor Unions' action.

Now, with the formation of the League, we will in the future prevent these incompetents from becoming a menace to the trade as they are in many respects to-day. I think both gentlemen are right and the Printers' League will solve the question.

MR. VAN WART: If it were not so late in this session I would try to frame a resolution which I think would meet with approval. As it is I wish simply to give notice of my intention to bring up, if the Lord spares my life until next year, something that shall go back to the source of these troubles. In the country we look for the springs of the rivers. In the country near where I live there is an institution that is turning out some of these incompetents and starting them the wrong way. I know that No. 6 and the organizations behind them are against this sort of thing. I referred to it in my speech of last year. I ask you to look at that if you will, and you will see to what I refer. I was told by an Organizer in No. 6 that a large number of the men that come to them get their

start in a certain way; but in getting their start—and in referring to this institution I know it is a big question and there are two sides to it, and therefore I do not think it ought to be dragged in at the eleventh hour of this Convention. But I shall offer at the Convention next year something that will strike at the system which we as a League are pledged to change. I refer to the starting of the boys and only starting them and giving them a smattering of the trade as young compositors and so on, and I believe that we can properly discuss that and go on record another year as to that great question; but I say there are two sides to it.

I move you, Mr. Chairman, that a committee be appointed by this Convention to edit the proceedings of the Convention. I think you will see the wisdom of that—not that anything should be suppressed particularly—but perhaps judgment should be used. I trust that the Convention will appoint a committee for that purpose.

MR. GREGORY: I second the motion.

MR. GLOCKING: For fear of being charged at some time by somebody with a lack of courage to meet this condition I think I ought to be permitted to say a word inasmuch as I was personally referred to—or rather the organization. It is not a pleasant task to participate in this. I regret very much that it is necessary. The question has been answered by my colleagues Mr. Lynch and Mr. Berry. We know that these conditions exist; but with them I want to emphasize the statement that we are not responsible. The tenet of a Trades Union is to produce competent mechanics. You know better than I can tell you the conditions that have existed in the past that have contributed to the evolving of this unfortunate condition. You know that there are employers in this country at times who are not over-particular what kind of men they get. They would not care whether they served six months or six years provided they were willing to come in and assist them. They have, as has been stated, been cast upon the waters of our industrial life. We have got to meet a condition. We are not responsible; but, as has been stated, we are endeavoring to remove this condition, and we are hopeful that in removing it the Printers' League idea will assist us.

MR. CARROLL: There is a motion before the house to appoint a committee. I ask that it be acted on.

On a vote being taken the motion was unanimously carried.

THE CHAIRMAN: Shall the Chair appoint that Committee?

MR. CARROLL: Yes, by the Chair.

THE CHAIRMAN: Just in concluding I want to say—

MR. MCCOY: I would like to make a motion on this apprenticeship question.

MR. CARROLL: It is out of order.

MR. MCCOY: Why?

MR. CARROLL: Because there is a motion before the house.

THE CHAIRMAN: We have deteriorated in the last session very materially. We have gone astray from the subject in hand. We never intended, when we came in this Convention, to talk about the past except in regard to the League; but we have. That is where your whole trouble has come.

MR. WALKER: May I withdraw my remarks? I would be very glad to do so if you will let me. I can understand thoroughly, and I think the other gentlemen can understand thoroughly why I made them. Will you allow me to withdraw all my remarks?

MR. MCCOY: I don't believe any of this ought to be withdrawn. The answers of Mr. Lynch to Mr. Walker should be made to the whole country and they should be published in the record. I believe in calling a spade a spade and talking about it fairly and honestly. I move that a committee be appointed to act with a like committee from the unions on the question of correcting the present abuse of incompetent journeymen and the more thorough teaching of apprentices either in the shops, by means of trade schools or by the correspondence school method, or by a plan comprising all three. We ought to help the unions in their attempt to improve the skill of present and future workmen. We should come to them with something tangible to work upon together, and this committee which I propose can find the way for us, I believe.

THE CHAIRMAN: I would suggest that this is entirely a matter for the Conference Committee.

MR. MCCOY: I don't think so. I think it could be a special

committee in this case. It is of enough importance to be a special committee.

MR. CARROLL: Is there any second to that motion?

THE CHAIRMAN: I don't hear any.

MR. CARROLL: Then it is not before the house.

THE CHAIRMAN: We are not talking about the past. We know all the troubles that have arisen. That is what we are here for—to remedy them. (Applause.) I have been at this game myself for 45 years. I have been in the ranks. I have been in the employers' organization, and I think with the 45 years' experience that I have had I have seen all the aspects of the situation. I don't know that I have got altogether the right of it yet; but I do know this: that everyone of the other organizations of employers that have been in existence have been dead failures. Why? Because although the Unions were to a certain extent successful, they destroyed the products of the country by striking and by lockouts. That is what we propose not to do. We propose to remedy that one great serious defect in this nation and all other nations. Now we must not lose sight of our main object by getting off on this side and off on that side on some little item that may come up. We are going to have those and have them all along. But we cannot lose sight of the main object, which is to work together in harmony, and we are going to do it. I know from the assertion made by the International President, and I know from a greater source than the International President—from the men themselves—when I go into their ranks I know from the way they talk to me and I to them that they are fully imbued with this subject and that they are going to work with us for mutual benefit. (Applause.)

There is one thing we want to consider as much as anything, and that is the business of it. We have been spending billions of dollars in this country—billions and billions of dollars in this country on the systems that we have been inaugurating during the time that this country has been a nation. Why? Because we have been working together as enemies all the time. We have been accusing this one of that and this one of something else, and every time the

question has come up controversies have arisen and there has been this break in the production. Now, production makes wealth, and the man who can produce the most is entitled to the most wealth. If he is a good compositor he is entitled to everything he can earn for himself; if he is a good employer he is entitled to everything he can make out of his institution, and there is a certain limit in which we ought to be conservative with one another. This principle is to teach the brotherhood of man—the sympathy between one another. We are just as essential to one another as any cog in any wheel that turns a printing press. If you lose one cog in a wheel in a printing press you know what happens. Now, then, we have got to get all those interests together. We have to work in harmony, and any of those little things that come up that have arisen in the past let them go behind. Let's see what we can do with them in the future, and when we do that we shall have accomplished the benefit of mankind, and the power that God gave us ought to be used for just that purpose that we may come together and do this great work that is set before us.

Now, just at the close I would like to say this, gentlemen. Don't let the enthusiasm that has come from these speeches die a natural death. If we are going to have a successful organization it is work that is needed, not talk. And I appeal to everybody on this floor that if we are going to have a successful organization that they get together from this moment to cement the ties that exist between all of us here and build up an organization which shall be the pride of this nation. It is the future that we are looking to. There was something said here speaking of the inception of this organization. I have spoken of that. But the main object that is before me at the present time, and I hope it is before every member of this organization, is that one point, that we must work together in harmony, in order to produce business results, in order to produce competent workmen, and in order to produce those sentiments that are necessary to make up the happiness of mankind generally, and if we do this we will save a lot of misery and a lot of trouble and will in the end gain the reward not only of this nation but of our Maker on high. (Applause.)

I thank you for your attendance at this Convention, and I will now entertain a motion to adjourn.

MR. CARROLL: I move we adjourn.

Motion seconded and carried.

ADJOURNED.

October 12th, 1909.

The foregoing is the complete stenographic report made for the League.

CHAS. FRANCIS,	} Com.
EDWARD CARROLL, Jr.,	
WM. H. VAN WART,	



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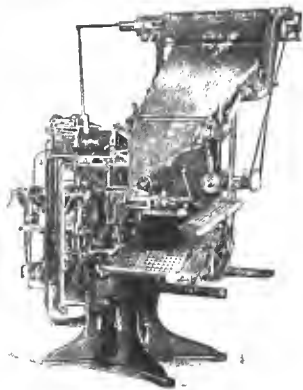
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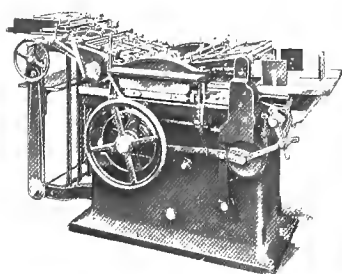
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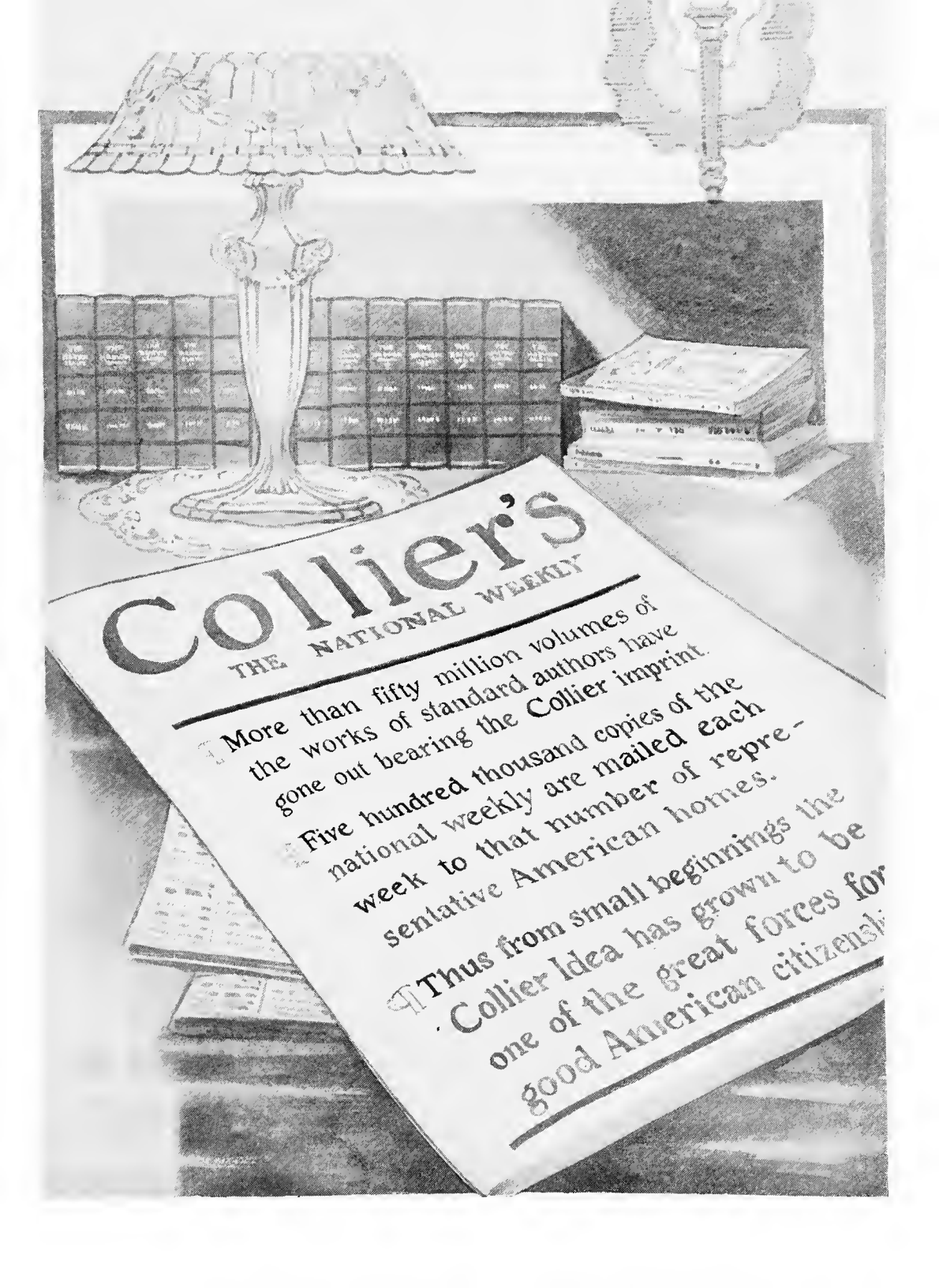
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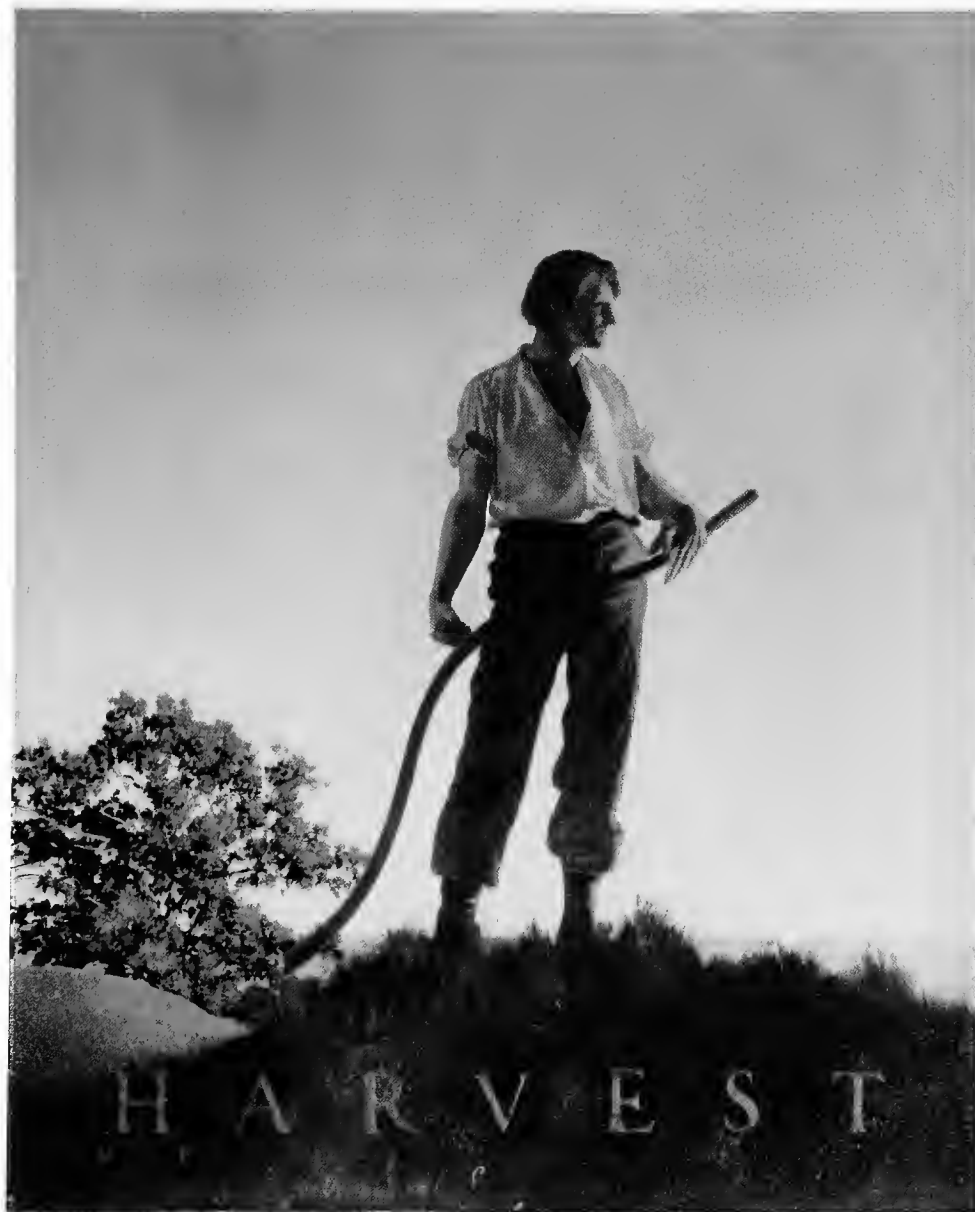
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INDEX

ADVERTISERS.

A

Art Color Work.....	250
American Printer, The.. .	254
American Type Founders Co.....	255
Autopress Co. (Insert).....	257
Automatic Presses	263

B

Books and Magazines, Printers of.....	250
Books and Catalogs, Printers of.....	251-253
Booklets and Brochures, Printers of.....	251
Book and Job Printers.....	252-253
Blatchford Co., The.....	272

C

Catalogs and Books, Printers of.....	251-253
Composition for the Trade.. .	251
Collier's, The National Weekly.....	261
Cartwright Automatic Press.....	263
Color Printers	250-268
Carroll, Jr., Co., Edward.....	250-251-252
Cutters	275

D

Dies and Labels.....	249
Dexter Folder Co.....	275

E

Engravers	254
Electrotypers	262-271-273
Evening Post Job Printing Office.....	273
Empire City Electrotype Co.....	275

F

Francis Press, The Charles (Insert).....	259
Flower, Edwin, Electrotyper.....	262
Folders	275
Feeders	275

ii

G

Grip Gaugers	254
--------------------	-----

H

Huber, J. M., Inks.....	272
-------------------------	-----

I

Inks, Johnson (Insert).....	265
Inks, Wallace	268
Inks, Huber	272
Inks, Ullman Co.....	272
Inks, Levey	273

J

Johnson & Co., Chas. Eneu.....	265
--------------------------------	-----

L

Labels and Dies.	249
Law Printers	251
Lindenmeyr & Sons, Henry.....	267
Lanston Monotype, The.	269
Lithographers, Lutz & Sheinkman.....	270
Levey, Frederick H., Ink.	273
Linde Paper Co., J. E.....	273

M

Mergenthaler Linotype Co. (Insert).....	247-248
Magazines, Printers of.....	250
Megill—Grip Gauges	254
Monotype, The	269
Metals	272-274

N

Numbering Machines.	254
-----------------------------	-----

O

Office Stationery, Printers of...	249-250
---	---------

P

Printers to Publishers.....	249
Printers of Office Stationery.	249-250
Publications, Printers of.....	250

Printers of Books and Magazines.....	250-251
Printers of Art Color Work.....	250
Printers of Railroad Work.....	250
Printers of Booklets and Brochures.....	251
Printers of Catalogs.	251
Printers, Book and Job.....	252
Paper Dealers	267, 273, 256-262
Pittsburgh White Metal Co.....	274

R

Railroad Printing	250
Reilly's Sons' Co., James.....	270
Raisbeck Electrotype Co.....	273
Ringler Co., F. A....	276

S

Steel Electrotype Co.....	271
---------------------------	-----

T

Trow Press, The.....	263
Type Setting Machines.....	247-248, 269
Type Founders... ..	255
Type Metals... ..	272, 274

U

Ullman & Co., Sigmund.....	272
----------------------------	-----

W

Welter Numbering Machines.....	254
Wallace, Sterling	268

Z

Zeese, Wilkinson Co., The.....	268
--------------------------------	-----

GENERAL SUBJECTS.

The Leagues, their Aims, for National Officers and Committees.	1-9
Points gained through the formation of the Leagues.	10
Plan and Scope.....	11
Constitutions (National and Local) and By-Laws.....	12-19
Trade Membership Branch.....	20-21
The Court of Honor.	22-24

ARTICLES.

The Ethics of the Printer and His Customer, Mr. Francis	25
Arbitration—The Key to Industrial Peace, Mr. Lynch	30

SPEECHES DELIVERED AT THE CONVENTION.

(The record of the Proceedings begins on Page 86.)

Evers, Rev. Father—Prayer.	93
Francis, Mr. Charles—Opening Address.	93-94
Francis, Mr. Charles—President's Address	103-108
Cheronny, Henry W	108-113
Little, Hon. Joseph J.	113-120
Van Wart, Mr. William H.	121-126
Oltrogge, Mr. John H.	128-131
Maune, Mr. Oswald.	131-136
Berry, President George L.	137-143
Home, Mr. Henry J.	144-148
Dobbs, Mr. Peter J.	149-150
Mines, Mr. John P.	151-154
Glockling, President Robert.	155-159
Francis, President Chas.	165-169
Prescott, Mr. W. B.	182-187
Crombie, Mr.	188-190
Hamm, Mr.	191-192
Oswald, Mr. John Clyde.	193-194
Lynch, President James M.	219-222
Tole, Mr. James.	223-226
Frul, Mr. James J.	226-227
Bealin, Mr.	228-229
Walker, Vice-President Wm. J.	235-237
Technical Education, Mr. McQuilkin.	33
The Printers' League of America, Mr. Berry.	39
The Printers' Board of Trade, Mr. Paulus.	46

AGREEMENTS—

With Typographical Union No. 6.	68
With New York Printing Pressmen's Union.	72
With Franklin Association, No. 23.	81

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